



**San Bernardino County Court System**  
**Needs Assessment / Program Statement and**  
**Consolidated Courts Master Plan**

**FINAL REPORT**

**February 1999**



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**COUNTY BOARD OF SUPERVISORS**

Kathy A. Davis  
Jon D. Mikels  
Dennis Hansberger  
Fred Aguiar  
Jerry Eaves



**COURTS MASTER PLAN STEERING COMMITTEE**

Judge John Kennedy, Chair  
Carol Shearer, CAO Representative  
Doug Graybeal, CAO Representative  
Art Gomez, CAO Representative  
John M. Giblin, CAO Representative  
Daniela Fernandez, Board of Supervisors Representative  
George Westcott, Board of Supervisors Representative  
Dick Baker, A&E Representative  
Samer Marei, A&E Representative  
Tressa Kentner, Courts Administration  
Wendy Sellnow, Courts Administration  
James Penman, City of San Bernardino  
Tim Steinhaus, San Bernardino County EDA



**THE BENCH OF THE SAN BERNARDINO COUNTY – JUDGE JOHN KENNEDY PRESIDING**

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**SAN BERNARDINO COUNTY COURTS ADMINISTRATION – TRESSA S. KENTNER, COURT EXECUTIVE OFFICER**

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Punay Estrosos, Alvera Price, Lori Duggan, and Kathy O'Brien



**SAN BERNARDINO COUNTY COURTS MANAGERS**

Sue Martin, Chantal Myers, Glenda Lane, Diane Dinan, Patricia Bowers, Robin Paddack, Janet Howard,  
Becky Streich, Linda Harrod, and Karen Enderson



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## SAN BERNARDINO COUNTY COURTS MASTER PLAN

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Also Assistant Marshal James Williams, Captain Richard Diggs, Tina Shilling, Lieutenant David Rehrer,  
Lieutenant Leslie Preston, Lieutenant Kenneth Smith, Lieutenant Douglas Newman, Lieutenant John Chencharick,  
Lieutenant Gary Avance, and Lieutenant William Daily



#### **SAN BERNARDINO COUNTY PROBATION DEPARTMENT – RAYMOND B. WINGERD, CHIEF PROBATION OFFICER**

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#### **SAN BERNARDINO COUNTY BAR ASSOCIATION – VIC HOCHEE, EXECUTIVE DIRECTOR**



#### **ROSSER – CARTER GOBLE ASSOCIATES, INC. TEAM**

Paul C. Rosser/Stephen A. Carter, Co-Project Directors

Phillip P. Sun, Project Manager

Margaret S. Bower, Associate Project Manager

Mark Goldman, Assistant Project Manager

Sofia Tata, Technology Specialist

Todd Barton, California Courts Specialist

Ina Heung, Planner

Mark Kiszona, Planner

Tom Dodson, Demographics and Population Projections

Veronica Toland, Report Production

Cassandra Johnson, Report Production/Presentation Specialist

# PLEASE NOTE:

BARSTOW WAS ORIGINALLY ASSIGNED TO THE HIGH DESERT REGION; IT HAS BEEN RE-ASSIGNED AS A REMOTE/OUTLYING REGION.

ANY REFERENCE TO *BARSTOW-HIGH DESERT* WITHIN CHAPTERS 1,2,3 OR 4 SHOULD BE CONSIDERED **BARSTOW-REMOTE/OUTLYING REGION** & SHOULD REFLECT A CONTINUATION OF EXISTING USE OF BARSTOW COURTS.

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Although many court operation issues influenced the development of this Master Plan, the primary focus of the Plan **is the establishment of a basis for the allocation of capital resources** to meet the anticipated growth in the San Bernardino Judicial System. The information in this document is a result of numerous workshops and individual meetings with every identified court related agency over a six month period. After a Draft Master Plan was completed, five public meetings were held to garner citizen input. As with any master plan, the information upon which the future will be decided is constantly evolving. For example, California is in the midst of a statewide study of future trial court funding, the outcome of which could substantially alter the funding methods for future courts. Additional judicial resources are needed regardless of the funding method or the timetable of the State for allocating new judicial positions.

In addition to the increased demand for judicial resources generated by a better than 3.0 percent annual increase in population, several of the County's 12 adult and juvenile court facilities have reached a level of use that if extended any further become dangerous, as well as inefficient to operate. Therefore, the combination of increased demand and aging facilities requires a systemic approach to the future prioritization and allocation of capital resources. This summary section outlines the key factors impacting the need and a capital response that will assure adequate facilities well into the next century. In the final pages of this Executive Summary, a recommendation is offered that has been influenced by the input from the public hearings.

## **GENERAL POPULATION GROWTH**

At the present time the County population is 1.6 million. Although the geographical allocation of future growth will be subject to many external variables, the Master Plan accepts the State estimates that the County population will reach approximately 2.5 million by 2010 and 3.2 million by 2020.

Most of this increase is projected to occur within existing growth centers in the West Valley, Central Valley, and High Desert. However, the Dairy Preserve in the Chino Hills section of the County has also been identified as a high growth area. One of the challenges of the Master Plan was to allocate the County's future population by the 11 existing court districts. These districts have an historical and operational basis for the court system that is integral to making judicial services accessible to citizens residing within the 20,000 square miles of the County.

The allocation of the future County population by these 11 court districts is illustrated in Table ES-1. Currently, the unincorporated population represents 17 percent of the total 1.6 million, which was increased to 23 percent by the State's estimates for 2010. This unincorporated number of 577,650 (23 percent) was then allocated to the existing 11 court districts in a proportion equal to the current percentage of unincorporated population in each district. Since the recommended method for estimating the future court filings and subsequent judicial officers is a ratio of the general population, the allocation of the future population by court district is an important first step in the planning process.

At 447,823, the County's juvenile population is currently 27 percent of the total population. The State's projections increased this percentage to 33 percent (828,705) for 2010. Since juvenile court space needs are potentially the most pressing, the allocation of the juvenile population to the 11 districts is also a significant assumption.

In summary, one of the major Master Plan assumptions is that the County's population will increase by approximately 888,000 persons between 1998 and 2010. All areas will experience growth, but the three established judicial management regions (West Valley, Central Valley, and High Desert) will account for 732,000 of the 888,000 expected growth over the next 12 years. During the same timeframe, the current juvenile population is projected to increase by 85 percent, causing substantial additional demands on a system and facilities currently operating well above capacity. The judicial system has one judicial officer (judge, commissioner, or referee) per 20,650 residents. If this ratio continues in the future, 123 full-time equivalent positions would be required by 2010. This plan explores the means of more finitely projecting the

need; analyzing the impact of court management practices and technology; defining the spatial implications of meeting the need; and determining the best use of existing resources.

Table ES-1  
**SAN BERNARDINO COUNTY POPULATION PROJECTIONS THROUGH YEAR 2020**

	1990	1998	2010 <sup>4</sup>	2020	% Unincorporated <sup>1</sup>
<b>Court Districts</b>					
Chino	67,340	125,358	256,741	366,226	4.0%
Fontana	165,486	195,666	289,501	367,696	4.0%
San Bernardino	280,277	343,592	470,928	578,210	15.5%
Rancho Cucamonga	347,725	397,470	553,127	684,010	15.5%
Redlands	112,363	129,055	185,856	233,190	10.0%
Joshua Tree	36,546	47,279	70,538	89,920	4.7%
Barstow	37,952	48,175	86,038	117,591	8.8%
Victorville	132,222	219,510	348,663	456,291	8.8%
Needles	31,704	44,419	95,084	131,761	13.7%
Twin Peaks	-	65,382	115,129	156,585	8.0%
Big Bear Lake	18,753	35,477	67,552	93,113	7.0%
<b>Juvenile – County<sup>2</sup></b>	378,180	447,823	828,705	1,146,108	
<b>Unincorporated</b>	191,450	280,400	577,650	874,900	100%
<b>County Total<sup>3</sup></b>	<b>1,230,367</b>	<b>1,651,383</b>	<b>2,539,157</b>	<b>3,274,593</b>	

Source: Tom Dodson and Associates; San Bernardino County GIMS Department; Calculations by Carter Goble Associates

Notes: <sup>1</sup> Represents the breakdown, by court district, of the total unincorporated population. Breakdown provided by San Bernardino County Office of Geographic Information Management Systems (GIMS).

<sup>2</sup> Juvenile population is included in the population of each district.

<sup>3</sup> Contains the total County population (including juvenile, unincorporated areas, etc.)

<sup>4</sup> This column was extrapolated from a combination of historical data, SCAG projections, and anticipated increase. Using the calculation method described in the text for 2020, calculations will not produce these numbers.

## THE NEED FOR FUTURE JUDICIAL OFFICERS

Although the capability to establish new judicial positions is ultimately determined by the State and over the past 10 years the average has been two new judicial positions a year, this study used several methods to estimate the number of required positions. The four factors that have the greatest impact upon the need for and number of judicial positions are summarized as follows:

1. **General Population.** As noted previously, increases in the general population are generally followed by the need for additional judicial positions in all areas of the law to include criminal, traffic, civil cases, small claims, divorce and custody, juvenile delinquency and dependency, among other areas. At the current rate of judicial positions per capita, the County would need 123 positions by 2010 and 155 by 2020. This represents an approximate doubling of judicial officers over the next 22 years and was not felt to be politically feasible.
2. **Annual Filings.** Since FY 91-92, the number of annual Municipal Court filings has remained relatively constant at an average of 414,000, or 12,100 per Municipal Court judge. In the Superior Court, the filings have increased from 48,682 in FY 91-92 to 63,265 in FY97-97. The average filings for the Superior Court has been 58,225, or 1,690 per Superior Court judge. However, the San Bernardino Court has been operating as a consolidated court for most of this decade with an average filings per judge of 7,180.

The projection of future filings should take into account both the historical experience of filings and the ratio of filings to population. In San Bernardino County, if historical information alone was used to project future filings, the 2010 number would be approximately the same as today. Taking into account the nearly one million population increase projected for the County and maintaining a *rate of filings per capita* the same as today, the number of filings to be resolved

will increase by approximately 50 percent in 2010 and 100 percent by 2020 as shown in Table ES-2.



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Table ES-2  
COUNTY-WIDE FILINGS PROJECTIONS

1998*				2010			2020		
Municipal	Superior	Total		Municipal	Superior	Total	Municipal	Superior	Total
417,836	63,265	481,101	Model I	332,225	93,150	425,375	275,499	93,150	368,649
			Model II	374,998	88,265	463,263	339,299	109,099	448,398
			Model III	562,583	121,058	683,640	724,991	213,212	938,203
			Model IV	550,520	109,893	660,413	661,090	148,750	809,840
			Model V	576,270	86,844	663,113	728,211	109,741	837,952
			Model VI	N/A	N/A	663,113	N/A	N/A	837,952

\*1998 data estimated from 6 months of 1998 historical data.

As a de-centralized Court due to the vast area of the County, judicial resources have been allocated based upon both need and degree of remoteness. De-centralization of the Court generally improves citizen access to judicial resources but rarely improves the efficiency of court management because of the difficulty of allocating resources precisely according to need. This dilemma can be observed in Table ES-3 where the 477,911 total FY 96-97 filings are reflected by 12 court locations and by the Full Time Equivalency (FTE) judicial positions per court location.

Table ES-3  
ANNUAL RATE OF FILINGS PER JUDICIAL OFFICER BY LOCATION

San Bernardino County Annual Rate of Filings per Judicial Officer (by Location in 1996-97)													
	Barstow	Big Bear	Chino	Fontana	Joshua Tree	Needles	Rancho	Redlands	San Bernardino	Twin Peaks	Victorville	Juvenile	Co. Rate of Filings per Judicial Officer
Criminal	1,555	3,662	7,519	4,145	3,363	7,093	3,616	3,017	3,576	8,609	3,039		4,472
Civil (not including Family Law, Small Claims, Mental Health, Appeals, Probate, or Traffic)	1,739	3,380	5,865	9,761	1,584	1,600	1,161	18,040	1,608	5,520	2,178		4,767
Juvenile Delinquency												1,388	1,388
Family Law	6,720	0	0	0	2,450	0	1,224	0	888	0	866		1,104
Civil Petitions	2,740	0	0	0	1,400	0	183,000	0	69,845	0	130,300		35,208
Juvenile Dependency												1,753	1,753
Small Claims	10,080	2,880	2,899	7,511	4,810	2,200	4,605	20,600	14,340		22,495		9,242
Mental Health									286				286
Appeals									2,547		7,700		5,124
Probate & Guardianship	2,000				1,320		1,465		2,590		4,186		2,312
Juvenile Traffic*	46,880	0			53,520	0	14,539				7,893		20,472
Traffic	59,183	21,745	13,077	53,176	10,008	38,663	94,320	113,900	92,454		75,920		57,245
TOTAL FILINGS	26,685	6,826	20,866	47,629	14,554	18,394	120,972	19,356	124,561	7,915	62,484	7,669	477,911
CURRENT JUDICIAL OFFICER FTEs	4.95	1.00	3.00	5.22	3.11	0.99	20.98	2.20	22.94	0.42	10.30	5.00	80.11

Source: Calculated by Carter Goble Associates, Inc.

Note that these rates are all in terms of filings per **one judicial officer FTE**. This means that for locations with more than one FTE of a judicial officer, the rate will be a lower number than the total filings of that type for that location. Likewise, for locations with less than one FTE of a judicial officer hearing a certain type of case, the rate will be a higher number than the total historical filings in that location. This is mathematically accurate, and provides the weighting factor for each location that will be used in the next step.

This weighted average table illustrates several important factors critical for forecasting the number and type of future judicial positions:

- The caseload (filings) per judicial position is lower in the more urbanized courts since the complexity and degree of specialty of cases is greater in the population centers.
  - Criminal filings in the remote areas tend to be misdemeanors and require less time for resolution; therefore, the judges serving these areas can manage a much higher caseload.
  - While not an exact measure of efficiency, using a weighted caseload average derived from the number of filings and judicial FTEs per location and per case type averaged over the total County is a reasonable method of predicting the **total** number of positions required.
3. **Dispositions.** The number of cases disposed by the Court during a year is also an indicator of the appropriate level of judicial FTEs and the productivity of the Court. Overall, the Municipal Court's average disposition rate over the past seven years has been 93 percent per year. In the Superior Court, the disposition rate for the three years for which data was available was 77 percent, which means that the Court "carries over" into the next year approximately one of every four cases that is filed in Superior Court. Many factors contribute to this situation, but the greatest contributors are 1) the lack of enough judicial positions to dispose of the caseload and 2) the difficulty of balancing caseload to available positions in 12 locations.

Based upon the average caseload per Superior Court judge and the number of un-disposed cases in FY 97-98, two additional judicial positions would be necessary today to meet the backlog.

4. **Age of Pending Cases.** This factor is very important to determine the ability of the Court to meet the timely resolution of cases. For criminal cases, minimum guidelines established by legislation and measured in months (usually a range of six to twelve) dictate the actions of the criminal departments. For civil cases, the American Bar Association has recommended that judgements be entered in 90 percent of general civil cases within 12 months and 100 percent within 24 months of filing. Due to the crowded criminal docket, these suggested guidelines cannot currently be met in San Bernardino.

With the implementation of the new automated case management system, Court Administration will be able to track the time to disposition of all filings in a manner that defines backlogs quickly and permits the Court to allocate part-time resources efficiently to dispose of pending cases.

Using all of these factors and a weighted caseload average per judicial position across all of the anticipated filings for 2010 and 2010, Table ES-4 was prepared that indicates a need for 82 FTE judicial positions in 1998 (80 are available) and 97 in 2010, exclusive of juvenile officers. A declining "specialization factor" was applied to the estimates to take into account the transit times between court locations, multiple court locations, out-of-courtroom proceedings, and other factors that contribute to a less than 100 percent use of each courtroom every work day. This table establishes a range of need for 97 to 106 judicial FTEs in 2010, growing to 112 to 125 by 2020, including juvenile justice officers.

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Table ES-4

### SAN BERNARDINO COUNTY FILINGS PROJECTIONS BY COURT LOCATION

San Bernardino County														
Filings Projections by Court Location		Criminal	Civil	Juvenile Delinquency	Family Law	Civil Petitions	Juvenile Dependency	Small Claims	Mental Health	Appeals	Probate	Traffic	TOTALS	
Central														
Base Year Filings 1996-97	Fontana	16,579	3,709	0	0	0	0	2,854	0	26	0	24,461	47,629	
		2010	27,673	7,589	0	0	0	0	9,593	0	11	0	47,429	92,295
		2020	35,147	9,639	0	0	0	0	12,185	0	14	0	60,240	117,225
Base Year Filings 1996-97	Juvenile	0	0	4,164	0	0	3,505	0	0	0	0	0	7,669	
		2010	0	0	7,931	0	0	6,056	0	0	10	48	0	14,045
		2020	0	0	10,969	0	0	8,375	0	0	13	66	0	19,423
Base Year Filings 1996-97	Redlands	6,034	902	0	0	0	0	1,030	0	0	0	11,390	19,356	
		2010	8,248	2,132	0	0	0	0	1,995	1	0	0	16,613	28,989
		2020	10,349	2,675	0	0	0	0	2,503	1	0	0	20,845	36,373
Base Year Filings 1996-97	San Bernardino	32,185	11,982	0	3,598	13,969	0	5,736	18	191	1,036	46,227	114,942	
		2010	45,575	15,917	0	5,683	19,185	0	7,882	110	503	1,563	71,407	167,825
		2020	55,534	19,395	0	6,924	23,378	0	9,604	134	613	1,905	87,011	204,498
West Valley														
Base Year Filings 1996-97	Chino	5,263	3,519	0	0	0	0	2,899	0	31	0	9,154	20,866	
		2010	14,635	6,118	0	0	0	0	5,290	0	20	0	33,313	59,376
		2020	20,876	8,727	0	0	0	0	7,546	0	28	0	47,519	84,696
Base Year Filings 1996-97	Rancho Cucamonga	29,651	9,232	0	2,448	5,490	0	5,526	6	103	293	56,592	109,341	
		2010	51,111	13,997	0	3,870	5,708	0	9,058	19	332	476	91,857	176,428
		2020	63,205	17,309	0	4,786	7,059	0	11,201	24	410	589	113,592	218,175
High Desert														
Base Year Filings 1996-97	Victorville	15,649	4,726	0	1,731	6,515	0	4,499	54	77	293	26,572	60,116	
		2010	29,511	8,539	0	3,303	7,250	18	7,020	18	228	588	59,550	116,025
		2020	38,621	11,174	0	4,323	9,488	24	9,187	24	299	769	77,933	151,842
Remote														
Base Year Filings 1996-97	Barstow	6,141	765	0	672	137	0	504	11	14	100	17,755	26,099	
		2010	13,388	1,709	0	1,493	344	0	866	37	53	250	60,798	78,938
		2020	18,298	2,336	0	2,041	470	0	1,184	51	73	342	83,094	107,889
Base Year Filings 1996-97	Needles	2,837	48	0	0	0	0	44	0	0	0	15,465	18,394	
		2010	4,604	115	0	0	101	0	51	0	0	0	15,737	20,608
		2020	6,592	165	0	0	145	0	72	0	0	0	22,532	29,506
Base Year Filings 1996-97	Twin Peaks	1,937	414	0	0	0	0	271	0	0	0	5,293	7,915	
		2010	4,211	876	0	0	0	0	609	0	0	0	9,712	15,408
		2020	5,728	1,191	0	0	0	0	828	0	0	0	13,208	20,955
Base Year Filings 1996-97	Big Bear	1,831	338	0	0	0	0	288	20	0	0	4,349	6,826	
		2010	4,101	783	0	0	0	0	610	13	0	0	7,486	12,993
		2020	5,653	1,080	0	0	0	0	841	18	0	0	10,319	17,911
Base Year Filings 1996-97	Joshua Tree	4,204	782	0	490	280	0	481	0	10	132	7,506	13,885	
		2010	7,627	1,403	0	952	501	0	859	25	29	293	17,031	28,720
		2020	9,723	1,788	0	1,213	639	0	1,095	32	37	373	21,710	36,610

Source: Carter Goble Associates, Inc.

Based upon past trends and projections made by the individual component agencies of the Court, each judicial officer generates on average 30 related staff. By 2010, the number of related County employees to support the Court could be from 2,900 to 3,200. Currently, the total related staff is approximately 1,600.

## **MAXIMIZING EXISTING FACILITIES**

In many ways the historical organization of the courts in California has benefited the County in that local communities constructed and maintained Justice and/or Municipal courts that have now become a resource for the Superior Court. Having these "community courts" has meant that as caseloads increased and judicial officers were funded, a place was available to house the functions. Currently, the County has access to more than 450,000 square feet for judicial sets and court service functions. Approximately 40% of this amount is represented in "community court" facilities.

While these historical Municipal and Justice of the Peace Courts have served the local communities, the production of these courts in some instances is through "assigned rather than initiated" cases. The location of courts in 12 different locations (including juvenile) is a management challenge to assure the optimal efficiency of the Court. To maintain the "community courts," the County employs more staff as a result of the broad de-centralization of the Court. Another challenge facing the "community courts" is the creeping cost of maintaining and expanding facilities with an average age of 25 plus years.

In addition to potential staff duplication with multiple locations, attempting to maintain in-custody criminal trial courts in all 12 adult court locations requires the daily movement of inmates from the West Valley Detention Center to court facilities. In instances such as Needles, Joshua Tree, Big Bear, and Barstow the daily movement of inmates for court appearances may require more than two hours of travel time each way. The total cost for inmate transportation and supervision in the 11 adult and one juvenile courthouses is approximately \$10 million (or nearly eight percent of the entire Court budget) annually.

In total, the County currently has approximately 650,000 square feet of space dedicated to the operation of the Court, including the District Attorney, Public Defender, Probation, and support functions. Based upon contemporary court planning guidelines, the County will need approximately 1.35 million square feet to meet the needs by 2010. The existing court facilities can continue to meet a portion of this need but as time and management of the caseload changes to account for greater automation and electronic communication, the mission of some of the "community courts" may shift from a "full service" to a "smart court" function. Under this concept, selected court services staff would remain to assist litigants and link the "need to the resource" electronically in as many instances as feasible. Judicial officers remain available to the community court either electronically or in-person on a scheduled basis.

The existing facilities can be an important link between the community and a more regionalized concentration of judicial resources in conjunction with the three largest court facilities in the West Valley, Central Valley, and High Desert.

## **THE ROLE OF TECHNOLOGY**

The next two decades will inaugurate more advancement in the administration of justice than has occurred in the 20<sup>th</sup> Century. Through this technological revolution that is already in progress, San Bernardino County has the opportunity to:

1. implement a case management system that provides instant data to various officers of the court;
2. control the flow of cases through the system;
3. conduct video conferences, arraignments, hearings, and testimony from any location in the County (world);
4. significantly reduce the public traffic in crowded courts;
5. control the growth in court-support personnel;
6. change the design and operation of existing and future courtrooms; and

7. change the entire pattern of future court locations.

Participating in the “revolution” has a high investment cost, the magnitude of which is beyond the scope of this study. Suffice it to say millions, rather than thousands, of dollars will be necessary to meet standards that will be promulgated by the State to electronically link the remote courts to the resources of the more urban courts. Public education, training, patience, and not just a little compassion will be required to prepare the community and court system for the type of technological intervention that improves services and accessibility.

Many factors will impact the manner in which the County can respond to the anticipated growth in judicial activity and associated capital and operating resources. Technology cannot solve the need to replace existing facilities that are rapidly becoming inefficient and less effective due to age, infrastructural limitations, and location. However, a well planned, funded, and managed technology strategy for the judicial system that addresses broad issues of electronic communication as well as specific responses of future workstations will ultimately impact the rate of additional capital investment that is necessary to manage a more cost effective judicial system. The County is urged to begin immediately to develop such a strategic plan for future technology as has been developed through this process to determine the capital needs.

## **THE RECOMMENDED COURT CAPITAL PLAN**

The geographic size of the County virtually eliminates a central court solution, regardless of how much efficiency could be achieved. For almost a decade, the Court has focused upon the improvement of services and resources in the West Valley (Rancho Cucamonga), Central Valley (San Bernardino Central Courthouse), and High Desert (Victorville Courthouse). The increasing cost of the administration of justice and the pressure for larger and more secure judicial centers suggests the expansion of the three Regional Justice Centers to more effectively serve the West, Central, and High Desert areas of the County. In time, all three centers should include detention facilities to significantly reduce the cost of inmate transportation. The continuation of an adult court presence in the existing 11 separate locations will initially aid the County in lessening the capital burden, but the continued presence of in-custody criminal trial capability will contribute to a higher cost of operating the court system.

With the implementation of the Regional Justice Centers and the integration of case management techniques with advanced technology, traditional court activities in several of the existing “community courts” could be managed, in part, through a scheduled judicial position and the implementation of electronic communication technology County-wide. The presence and capabilities of court-support staff would be maintained and expanded through electronic communication.

The decision to enhance the remote community courts is not simply a matter of economics. Two of these courts are isolated by virtue of geography, and the issue of accessibility to judicial services must be carefully considered. Several of the remote community courts serve large economically disadvantaged communities that place a disproportionate demand on the justice system. The presence of Court personnel in these locations to assist with technology enhancements is important to assure that these communities are not placed at an even greater disadvantage.

During the course of the study many variations for meeting the future capital needs were considered as a natural course of a Master Plan. Two options emerged through the Committee process that are presented in detail in the main body of this report. There are many variations within these options and the recommended plan that will be discussed in the following pages is just a combination of options within the three judicial regions and the remote locations.

After completion of the draft plan and a public hearing before the Board of Supervisors, the Board requested that three public hearings be held in the three judicial regions. A second hearing was held in the High Desert prior to the preparation of the recommended first phase plan. The hearing process confirmed the public

acceptance of the need for new courtrooms to meet both the increased requirement for additional judgeships as well as the replacement of facilities that are unsafe and inadequate for long-term use. The hearings also emphasized the importance of a continued court presence in existing communities.

The initial and continuous objective of the Master Plan has been to determine the long-range capital needs of the judicial system in light of evolving changes in court operations, case flow management, technology, and not the least, public need for judicial services. The five over-arching objectives that guided this study were to:

1. improve the security of existing court facilities;
2. accommodate the capital requirements of a growing judicial need;
3. improve efficiency of the judicial system through the elimination of duplicative activities;
4. reduce the need for and cost of inmate transportation; and
5. expand public access to judicial services through technological enhancements while reducing the demand for face-to-face transactions.

Meeting these objectives will require a significant investment of resources and a paradigm shift in the manner in which the Court serves its constituency and the County government allocates its resources. Safe, accessible, and efficient facilities will be necessary. While the County has 72 courtrooms currently in use, few are properly secured or appropriately configured to meet the rapidly advancing "courtroom of the future". At least four of the 11 adult courthouses are 150 miles from each other. As has been stated numerous times, the vast size of the County eliminates the potential for a more efficient centralization of resources. However, approximately 80 percent of the County's population and judicial filings are located within 20 miles of either the San Bernardino, Rancho Cucamonga, or Victorville Courthouses that also serve as the three regional management centers for the Courts. From this geographical, demographic, and judicial condition the plan for modernizing the Court system has evolved.

Essentially, the first of two decades of court's facility improvements focuses upon the reduction of inmate movement by locating new in-custody criminal courtrooms within the three judicial regions and eliminating in-custody criminal trials in all of the existing courthouses except those especially designed facilities. This will allow the Court to focus the more expensive in-custody criminal motions, hearings, and trials at locations near existing or planned detention complexes. With in-custody criminal trials removed in the remaining courts, a deliberate management plan by Court Administration can be developed on the highest and best use of the existing courtrooms. This recommended plan primarily differs in detail from Options A and B in the use of the existing courthouses in San Bernardino and Victorville.

In Table ES-5, on the following page, a recommended option for each of the existing court facilities and proposed new expansions is summarized.

Table ES-5  
**RECOMMENDED OPTIONS**

<b>COURTS</b>	<b>RECOMMENDED OPTIONS</b>
<b>Central Area</b>	
<b>Existing San Bernardino Courthouse</b>	Renovate existing courthouse and T-Wing Building for 15 civil, family law, traffic, probate, and small claims courtrooms and provide space for offices for Court Services and Court Administration. Create a judicial plaza and link to Historic Courthouse and Government Center.
<b>New San Bernardino Courthouse</b>	Construct new 20 criminal courtroom facility. Include space in new courthouse for DA, PD, and Probation services.
<b>Redlands</b>	Continue existing use with the exception of in-custody criminal trials. Enhance with Smart Court. <sup>1</sup>
<b>Fontana</b>	Leave as is. Restrict activity to mental health, probate, small claims, and traffic court. Eliminate in-custody criminal jury trials. Enhance with Smart Court. <sup>1</sup>
<b>Juvenile Hall</b>	Construct or remodel 6 multi-purpose juvenile courtrooms as a part of a comprehensive detention and courts expansion plan.
<b>West Valley</b>	
<b>Rancho Cucamonga Courthouse</b>	Leave facility as is. Use of the court will primarily be civil, traffic, family law and criminal jury trials.
<b>New Criminal Hearing Facility</b>	Construct new 7 courtroom Criminal Hearings Facility adjacent to jail for in-custody adults and juvenile delinquency hearings.
<b>Expansion Courts</b>	Remodel existing building for courts and relocate DA, Public Defender and Probation Services or build a new courthouse for growth in non-criminal cases.
<b>Chino Courthouse</b>	Continue existing use with the exception of in-custody criminal trials. Enhance with Smart Court. <sup>1</sup>
<b>Juvenile Courts</b>	Designate 1 courtroom in the new West Valley Criminal Hearings Complex and 1 courtroom in the Rancho Cucamonga Courthouse for juvenile delinquency activities.
<b>High Desert</b>	
<b>Victorville Courthouse</b>	Continue use of existing courthouse for 11 civil, family law, dependency, traffic, and small claims courtrooms. Move all criminal proceedings and criminal jury trials to new High Desert Criminal Justice Complex.
<b>New High Desert Facility</b>	Construct new 10-courtroom High Desert Criminal Justice Complex. If possible, make this a complete Criminal Justice complex.
<b>Juvenile Courts</b>	Designate 2 courts in new High Desert facility for juvenile delinquency activity. Dependency courts remain at Victorville Courthouse.
<b>Outlying Regions</b>	
<b>Barstow Courthouse</b>	Leave Facility as is, continue existing use. Enhance with Smart Court. <sup>1</sup>
<b>Twin Peaks</b>	Continue existing use with the exception of in-custody criminal trials. Enhance with Smart Court. <sup>1</sup>
<b>Big Bear</b>	Continue existing use with the exception of in-custody criminal trials. Enhance with Smart Court. <sup>1</sup>
<b>Joshua Tree (Morongo)</b>	Add space for court support. Continue current use. Enhance with Smart Court. <sup>1</sup>
<b>Needles</b>	Limit to non-jury criminal, civil, and small claims. Enhance with Smart Court. <sup>1</sup>

<sup>1</sup> Smart Court or Kiosking technology is the use of interactive, multi-media computer systems to respond to a variety of court needs, including form distribution, fee payment, and document retrieval.

Based upon the previously identified need for at least 100 courtrooms by 2010 and a community desire to maintain the existing court facilities, a 61-court development program is recommended for the first phase between 1999 – 2010. Of the 61-courtrooms, 24 would be remodeled and 37 constructed new and all completed by 2007. In Table ES-6, a development plan for the new and renovated courtrooms needed in the three regions is presented. All of the costs shown in this table are lower than those presented in the main body of the report, since the recommended earlier construction date will reduce the impact of inflation. The 61 new or renovated courts will bring the total to 112 courtrooms by the latter part of next decade. Although this is more than the 100 projected need by 2010, at any time during the first development decade, various courtrooms will need to be removed from service to complete renovations. Also the need to provide space for visiting judges will be more easily accommodated with some additional courtrooms. The ‘extra’ courtrooms will enhance the Presiding Judges’ management options in case assignments by geographical locations.

Table ES-6  
**PROPOSED PHASE 1 – 1999-2010 – PHASING FOR COURTS**

	Courts	Area	Cost/SF
<b>West Valley</b>			
New In-Custody Criminal Hearing Complex	7	86,844	\$ 18,248,096
Remodel space for 2 Family courts and 1 Juvenile Dependency Court	3	24,000	\$ 1,962,120
<b>Sub - Total</b>	<b>10</b>	<b>110,844</b>	<b>\$ 20,210,216</b>
<b>High Desert</b>			
New Criminal Courts Complex	<b>10</b>	<b>153,300</b>	<b>\$ 33,017,467</b>
<b>Central Area</b>			
New 20 Court Criminal Courthouse	20	311,875	\$ 72,335,877
Reconstruct 6 Juvenile Courtrooms in Support, DA, PD @ Juvenile Hall	6	59,893	\$ 9,753,283
Renovate Historic Courthouse for Seismic Code	0	86,246	\$ 8,624,600
Remodel Courthouse & T-wing for 15 Courtrooms and Court Support: Eliminate 20 Courtrooms	15	162,257	\$ 16,225,700
<b>Sub-Total</b>	<b>41</b>	<b>620,271</b>	<b>\$ 106,939,460</b>
<b>Phase 1 Construction Cost</b>	<b>61</b>	<b>884,415</b>	<b>\$ 160,167,142</b>
<b>Anticipated Seismic Abatement Grants</b>			<b>(\$10,000,000)</b>
<b>Net Phase 1 Construction Cost</b>			<b>\$ 150,167,142</b>

The first phase will require time sequenced construction in each region depending on project complexities, while separate construction projects, all are a part of an integrated program that will strengthen the evolving focus upon three Regional Justice Centers. Construction of a new seven (7) courtroom (one dedicated to juveniles and one full-size Jury Criminal court for high security trials) complex adjacent to the West Valley Detention Center, will establish a basis for significantly reducing the daily inmate transportation to remote courts throughout the County and the consolidation of all in-custody criminal trial courts to one of the three Regional Justice Center Courts. The reconstruction of six multi-purpose juvenile courtrooms as a part of a comprehensive improvement plan for Juvenile Hall is also included in this Phase.

Completion of the Criminal Hearings Complex at West Valley will measurably alter the pattern of criminal trials, dramatically reducing the need for transporting inmates to criminal courts. By like means the construction of the new 10 Criminal Court Complex, in close proximity to the proposed High Desert Detention facilities for adults and juveniles, will also significantly reduce the cost of secure handling and transportation of inmates to the High Desert region. The design of the High Desert Complex should begin in 2000 with construction beginning in 2002. The estimated cost of the 153,000 square foot criminal courts complex is \$33.0 million in 2002 dollars.

In the Central Region master planning and architectural programming of a new complex including the Historic Courthouse, the T-wing and a new 20 Criminal Courtroom Complex should begin as soon as possible after this Courts Master Plan is adopted. This is the most complex project of Phase I and will take the longest time to fully implement. Initially the 20 criminal courtroom buildings would be constructed in a location, yet to be determined, that is consistent with the Central Region Court Consolidation Plan. Design should begin in the year 2000, with construction to occur over the years 2001 – 2002. This building will include office space for both the District Attorney and Public Defender. Upon completion of the new Criminal Courts building, courts currently in the Historic Courthouse would be relocated to the new building and renovation of the old courthouse could begin.



The design of the renovation should be done in a way that will determine the best use of space in the Old courthouse and T-wing combined. The original historic courtrooms would be restored to the extent possible and the best combination of spaces in the two buildings would be redeveloped to provide courts, court administration and services. Construction phasing of this part of Phase I would accomplish the seismic code compliance work in the Old Courthouse building first and then proceed through the completion of the renovation of both buildings.

Upon completion of the entire Criminal Courts Complex and associated spaces a secure facilities will be located in the new building and civil, Family law and all other types of hearing would be in the renovated structures. The existing District Attorney and Public Defender building may need to be demolished to create a "Judicial Plaza" linking the Court facilities to the adjacent Government center. A future horizontal expansion of the new criminal court should be planned, if possible. The cost for the Central Area court improvements is estimated at \$107 million. The reconstruction of six multi-purpose juvenile courtrooms as a part of a comprehensive improvement plan for Juvenile Hall is also included in this Phase.

Approximately \$5.0 million in Federal funds have been designated for retrofitting the structural system in the historic Courthouse. An additional \$5.0 million in non-County funds may also be available to assist in this effort. The combined total construction cost for the recommended Phase 1 plan is \$160 million. This amount could be reduced by approximately \$10.0 million through grants.

## **CONCLUSION**

This plan offers a direction, to be implemented over time, where existing remote courts can continue to meet the needs of their communities and grow through an expanded use of technology that will provide data, visual, and audible links to expanded regional resources. Staff will remain available in the existing community courts, and the capability of these staff to expedite locally generated requests will be significantly improved with the expansion of user-friendly technology. The focus of the plan is the formalization of a process that has been underway for sometime; the regionalization of resources in the three high-growth areas in the County. The construction of new and/or expanded technologically-advanced court facilities in the West Valley, Central Valley, and High Desert, in conjunction with detention facilities, will virtually eliminate the expensive and dangerous transportation of inmates to court each day. These regional centers will reinforce the co-location of other public and private legal resources that have already begun to develop in these three regional centers.

The recommended Phase 1 program will provide more than 100 courtrooms to meet the needs through the next decade while additional technological advancements will permit greater access to judicial services by all County residents.

The County of San Bernardino is undergoing tremendous change, through policy and population. These factors ultimately impact the demands placed on court services, and the types of services that will be needed in the future.

## **OVERVIEW OF CURRENT SITUATION IN SAN BERNARDINO COURTS**

In order to project the future number of courts that will be needed in San Bernardino County, it is necessary to understand the changing county population, demographics, and anticipated growth. It is also important to have a basic understanding of the current resources available within the Courts, and the policy environment in which all California Courts currently find themselves. This chapter contains sections on population analysis and projections, the technological standard within courts in general and San Bernardino in particular, and a summary of the status of California Courts Operations. There is also a discussion of transportation of inmates, a problem of particular interest in San Bernardino County.

## **POPULATION ANALYSIS AND PROJECTIONS**

The Consultant Team worked with a local population expert to obtain a breakdown of current population by municipality and SCAG projections of future County population. This data was then used to examine the future growth patterns, which will determine future demand for court services.

Two sources were combined to estimate the current population by municipality. City plans and the estimates calculated by the Department of Finance were averaged to produce the **Average 1998** Population Estimate shown in Table 1-1 below.

Table 1-1  
**AVERAGE 1998 POPULATION ESTIMATE**

<b>City</b>	<b>1998 City Estimates</b>
1 Adelanto	13,353
2 Apple Valley	56,734
3 Barstow	23,500
4 Big Bear Lake	5,936
5 Chino	62,671
6 Chino Hills	51,471
7 Colton	44,633
8 Fontana	104,201
9 Grand Terrace	13,350
10 Hesperia	63,220
11 Highland	40,640
12 Loma Linda	21,201
13 Montclair	29,735
14 Needles	6,004
15 Ontario	142,497
16 Rancho Cucamonga	116,043
17 Redlands	63,500
18 Rialto	80,249
19 San Bernardino	180,306
20 Twentynine Palms	15,100
21 Upland	65,733
22 Victorville	61,528
23 Yucaipa	37,515
24 Yucca Valley	19,000
25 Unincorporated	286,016
<b>Totals</b>	<b>1,604,136</b>

Source: Dodson and Associates. Data compiled by Carter Goble Associates, Inc.

The unincorporated population in San Bernardino County accounts for approximately 17% of the total County population. This percentage is large enough to affect regional projections of court needs, depending on where the unincorporated population is concentrated. The following section describes how this data was used, in conjunction with projections of future population, to estimate total future population per court district.

### **Projected Population Growth<sup>1</sup>**

San Bernardino County is expected to double in population over the next 20 years, as the Los Angeles population continues to seek affordable housing within commuting distance of the city. Because a great percentage of the anticipated increase will come from spreading Los Angeles suburbs, the majority of the County's growth is expected to be concentrated in the western side of San Bernardino County. Two regions that are already experiencing influx from Los Angeles are Chino/Chino Hills and the West Valley area including Rancho Cucamonga and Ontario. A third part of the County that is expected to grow significantly over the next 20 years is the High Desert region, in the vicinity of Hesperia, Apple Valley, and Victorville.

In order to understand and analyze future court needs in San Bernardino County, as well as the primary areas of demand for service, population projections were applied to the existing court regions within the County. Table 1-2 shows existing court locations and the municipalities they serve. Map 1 on the next page shows the location and distribution of the courts around San Bernardino County.

Table 1-2  
**EXISTING COURT LOCATIONS**

<b>Current Districts</b>	<b>Includes – Cities/Municipalities</b>
Chino	➤ Chino, Chino Hills
Fontana	➤ Fontana, Rialto
San Bernardino	➤ San Bernardino, Colton, Loma Linda, Highland, Grand
Rancho Cucamonga	➤ Rancho Cucamonga, Ontario, Upland, Montclair
Redlands	➤ Redlands, Yucaipa
Joshua Tree	➤ Morongo, Twentynine Palms, Yucca Valley
Barstow	➤ Barstow
Victorville	➤ Apple Valley, Hesperia, Victorville, Adelanto
Needles	➤ Needles
Twin Peaks	➤ Twin Peaks
Big Bear Lake	➤ Big Bear Lake

Source: Carter Goble Associates, Inc.

As previously mentioned, San Bernardino County also includes unincorporated areas that account for approximately 17 percent of the total county population. Using the current allocation of unincorporated population by existing court region (calculated by the San Bernardino County *Geographic Information Management Systems (GIMS) Department*), projected future unincorporated population was allocated to existing court regions. *(Note the inherent assumption that the percentages of unincorporated population will remain proportional to one another at close to the same percentages as in 1998).*

<sup>1</sup> Sources include but are not limited to the *U.S. Bureau of the Census, 1990 Census of the Population*, the *California Department of Finance, Demographic Research Unit*, city planning and community development departments throughout the County, and the *San Bernardino Department of Public Health*. Municipal planning studies were also reviewed for the purpose of this task. A general plan listing is available in the Appendix with raw population data.

**MAP 1**

**MAP 2**

**MAP 3**

Table 1-3 shows the last eight years of population and the projected 2010 and 2020 estimates for San Bernardino County. The projections for 2010 and 2020 were taken from the April 1998 RTP Adopted Forecast by SCAG. This forecast did not include estimates for Chino Hills and Yucca Valley; those estimates were calculated based on historical data by CGA Consulting Services, Inc. using data from Dodson and Associates. The percentage of unincorporated population allocated to each court region is shown in the “% Unincorporated” column to the right. This allocation reflects the current percentage of unincorporated population assigned to each of the court districts.

Maps 2 and 3 on the previous two pages show the 1998 population estimates, and 2020 population projections by court region, including unincorporated allocations. A detailed explanation of the mathematical steps used can be found in the Appendix with examples.

Table 1-3  
**SAN BERNARDINO COUNTY POPULATION PROJECTIONS THROUGH YEAR 2020**

	1990	1998	2010 <sup>4</sup>	2020	% Unincorporated <sup>1</sup>
<b>Court Districts</b>					
Chino	67,340	125,358	256,741	366,226	4.0%
Fontana	165,486	195,666	289,501	367,696	4.0%
San Bernardino	280,277	343,592	470,928	578,210	15.5%
Rancho Cucamonga	347,725	397,470	553,127	684,010	15.5%
Redlands	112,363	129,055	185,856	233,190	10.0%
Joshua Tree	36,546	47,279	70,538	89,920	4.7%
Barstow	37,952	48,175	86,038	117,591	8.8%
Victorville	132,222	219,510	348,663	456,291	8.8%
Needles	31,704	44,419	95,084	131,761	13.7%
Twin Peaks	-	65,382	115,129	156,585	8.0%
Big Bear Lake	18,753	35,477	67,552	93,113	7.0%
<b>Juvenile – County<sup>2</sup></b>	378,180	447,823	828,705	1,146,108	
<b>Unincorporated</b>	191,450	280,400	577,650	874,900	100%
<b>County Total<sup>3</sup></b>	<b>1,230,367</b>	<b>1,651,383</b>	<b>2,539,157</b>	<b>3,274,593</b>	

Source: Tom Dodson and Associates; San Bernardino County GIMS Department; Calculations by Carter Goble Associates

Notes: <sup>1</sup> Represents the breakdown, by court district, of the total unincorporated population. Breakdown provided by San Bernardino County Office of Geographic Information Management Systems (GIMS).

<sup>2</sup> Juvenile population is included in the population of each district.

<sup>3</sup> Contains the total County population (including juvenile, unincorporated areas, etc.)

<sup>4</sup> This column was extrapolated from a combination of historical data, SCAG projections, and anticipated increase. Using the calculation method described in the text for 2020, calculations will not produce these numbers.

The growth from 1,230,367 to 1,651,383 between 1990 and 1998 represents an approximate 3.4 percent increase in population per year. This rate of growth is expected to increase to approximately 4.5 percent per year from 1998 to 2010 and slows to 2.9 percent per year between 2010 and 2020. This anticipated growth reflects in-migration from surrounding counties and other parts of the State and the U.S. As a cautionary note, the seemingly large increases in population in remote court districts is more of a reflection of the allocation of unincorporated population to a court district than to a specific prediction by SCAG. As will be explained later, the preferred model for estimating future court filings and subsequent judicial needs is population driven. Therefore, all anticipated County population must be considered and is thus assigned to a court district for the purpose of forecasting judicial positions.

As a basis for projecting juvenile courts, future juvenile population was projected separately. Where available, municipal population estimates by age were used to estimate future youth under the age of 17<sup>2</sup>. In cases where municipal projections were not available by age, County standard percentages were applied to the age group to determine youth under 17.

<sup>2</sup> Sources for current juvenile population include the *County of San Bernardino, Department of Finance, San Bernardino County Department of Public Health*, and city planning and community development departments.

## Crime Statistics

San Bernardino County is an amalgamation of municipalities, each of which has a demographically different profile. Some municipalities have a reputation for high crime rates, high percentage of population on public assistance, and high unemployment rates. Other areas house L.A. commuters. These areas are reputed to have high levels of small claims cases, divorces, and other civil court activity. Table 1-4 summarizes the 1996 reported Part I crime rates by existing court regions.

Table 1-4  
**REGIONAL SUMMARY OF CRIME RATES - 1996**

<b>Court District</b>	<b>Part I Offenses</b>	<b>Population</b>	<b>Rate</b>
San Bernardino	23,669	296,426	0.08
Redlands	5,084	102,520	0.05
Fontana	8,919	189,918	0.05
Rancho Cucamonga	20,947	347,824	0.06
Chino	4,871	111,298	0.04
Barstow	1,771	20,235	0.09
Victorville	9,485	163,539	0.06
Needles	N/A	N/A	N/A
Twin Peaks	N/A	N/A	N/A
Joshua Tree	1,490	28,058	0.05
Big Bear Lake	N/A	N/A	N/A

Source: U.S. Department of Justice, FBI Uniform Crime Reports, Sept. 28, 1997, p. 114-118.

While the crime rate varies between regions, this variation may reflect different types of Part I Crimes. Table 1-5 on the following page shows the municipalities that comprise the regions shown in Table 1-4 and the respective percentages of crimes which are Violent Crimes (murder, non-negligent manslaughter, forcible rape, robbery, and aggravated assault) and Property Crimes (burglary, larceny-theft, motor vehicle theft, and arson).

A review of this data illustrates the differences between municipalities. As was shown in Table 1-4, the overall offense rate in Fontana, Chino, Hesperia, Loma Linda and Twenty-nine Palms is .05, indicating a similarity in the rate of reported Part I Offenses. However, as illustrated in Table 1-5, the percentage of Violent Crimes vs. Property Crimes is noticeably different between the four cities. Of the offenses reported in Fontana, 24.7% are violent crimes while in Chino, only 18.4% of the reported crimes are violent. In Hesperia, Loma Linda, and Twenty-nine Palms respectively, the percentage of reported violent crimes are 10.6%, 4.7%, and 12.5%.

Current crime levels in the cities and aggregated to court districts within San Bernardino County are as diverse in rate and type as in the demographic profile. For example, the Rancho Cucamonga Court District has an average offense rate of .06 when the municipalities feeding into that court (Montclair, Ontario, Rancho Cucamonga, and Upland) are aggregated, despite the fact that the City of Rancho Cucamonga has a crime rate of only .04. Likewise, the San Bernardino Court will receive filings from Colton, Grand Terrace, Highland, Loma Linda, and San Bernardino. The .08 average crime rate for the Central (San Bernardino) court district is higher than all of the included municipalities because of the rate in the City of San Bernardino.

The variation in crime levels between San Bernardino's cities provides the justification for a projection model based on current court locations. This model is linked to population growth and to historical filings rates, and accounts for the regional variations in level and type of court activity. Chapter Two describes how the projections model links filings to population, and gives the resulting court needs projections for the County. The following sections of Chapter 1, however, discuss technology, the status of California Courts, and inmate transportation – three areas that will strongly impact the future of the courts in San Bernardino County.



Table 1-5  
**REPORTED PART I OFFENSES**

<b>City</b>	<b>Reported Part I Offenses, 1996</b>	<b>Total Violent Crimes</b>	<b>Total Property Crimes</b>
1 Adelanto	N/A		
2 Apple Valley	2,795	7.7%	91.6%
3 Barstow	1,765	11.4%	88.6%
4 Big Bear Lake	N/A	N/A	N/A
5 Chino	3,461	18.4%	78.7%
6 Chino Hills	1,410	4.6%	94.6%
7 Colton	2,695	13.1%	86.1%
8 Fontana	5,460	24.7%	74.8%
9 Grand Terrace	486	4.7%	95.3%
10 Hesperia	2,834	10.6%	88.2%
11 Highland	2,378	12.3%	86.9%
12 Loma Linda	991	4.7%	95.0%
13 Montclair	2,786	10.4%	89.4%
14 Needles	N/A	N/A	N/A
15 Ontario	9,028	15.8%	82.9%
16 Rancho Cucamonga	4,855	7.6%	91.8%
17 Redlands	3,620	11.7%	87.8%
18 Rialto	3,459	17.3%	82.2%
19 San Bernardino	17,119	18.9%	80.2%
20 Twentynine Palms	728	12.5%	86.5%
21 Twin Peaks	N/A	N/A	N/A
22 Upland	4,278	10.3%	88.9%
23 Victorville	3,866	10.6%	89.2%
24 Yucaipa	1,464	8.1%	90.4%
25 Yucca Valley	762	9.6%	88.7%
26 Unincorporated	N/A	N/A	N/A
<b>Totals</b>	<b>76,240</b>	<b>14.4%</b>	<b>84.8%</b>

Source: U.S. Department of Justice, FBI Uniform Crime Reports, Sept. 28, 1997, p. 114-118.

## **COURT TECHNOLOGY AND SYSTEM INFRASTRUCTURE**

The technology age is here. Over the past five years the progress and advancements made in automation have been so extensive that most people have been unable to keep up with the changes. The computer evolution with its rapid daily changes makes an unbearable amount of information available, which continually needs to be digested and assimilated by the user. Technology can have many benefits when combined with proper planning. As with any infrastructural development, planning is the first and most crucial step for the effective use of technology.

During the past thirty years technology has played an important role in the administration of the courts. Technology has helped accelerate the work of the courts resulting in efficient and effective case processing. Courts technology has experienced a metamorphosis from punch cards and electronic digital computers, to mainframes with tubes and lights, before finally migrating to networks and microchips. Technology has allowed the courts to automate a number of functions, especially in the areas of case management.

In addition to case management innovations, the last few years have seen the placement of computers on the bench, the implementation of multimedia kiosks for self service legal processing and use of the Internet and Web (World Wide Web) for legal research. Courtrooms are being turned into paperless operations with the use of modern technology. Real Time Reporting has enabled information to be displayed on judges and lawyers' personal computers, as information is typed by the court reporter.

Automated case management systems have filed, stored, processed, and tracked case information. Other uses of technology by the courts have included imaging—the process of storing documents as photographs on the computer; interactive voice response (IVR) systems; barcoding; electronic filing; voice and video conferencing.

In San Bernardino County new information system applications (software) will aid the County's Court System to run a more efficient and effective operation for its jurists and managers. The County's Consolidated Courts Master Plan Study, may result in the shifting of some court locations over the next five to ten years from a full-service courts to technologically linked judicial centers, where many processes can occur that currently must take place in a courtroom. The advancement of the County's technological infrastructure is a requisite for the County to provide such service in these locations.

### **San Bernardino Courts 1998**

The County of San Bernardino is the largest county in the United States. Located east of Los Angeles County it encompasses a total land area of about 20,062 square miles. As reported in the 1990 Census, the County's population was 1,230,367. Population projections developed for the County as part of the Courts Master Plan Study estimate the 1998 population to be 1,651,383 and projects to almost double its current size to 3,274,593 by the year 2020. The areas expected to experience the largest growth between 1998 and 2020 are Chino (192%), Needles (188%), and Big Bear Lake (152%). Other population centers to experience significant population growth over the next twenty-two years include San Bernardino (69%), Rancho Cucamonga (73%), Victorville (108%), and Redlands (81%).

Presently, San Bernardino County has a total of 12 distinct geographic court locations with a total of approximately 80 courtrooms. The County's Information Services Department (ISD) maintains a Wide Area Network (WAN) which supports the flow of information between agencies. Civil court operations run on the County's mainframe. The criminal court system has recently migrated from the County's mainframe to the courts' AS/400 mainframe mid-range computer. All juvenile court operations are currently concentrated in one location—San Bernardino. (During the course of this study juvenile courts were in development in Victorville and Rancho Cucamonga.) The juvenile court operations also migrated from a mainframe architecture to a client-server environment. In the past, outside vendors have provided the courts with custom court management applications. The San Bernardino Court System hopes to improve operational connectivity between its locations and is working on increasing wider bandwidth requirements and upgrading office hardware throughout its county offices (replacement of dumb terminals with networked PCs).

These systems' efficiency and effectiveness at dealing with court service demands and current technology have diminished. The approach of the new millenium presents issues such as compliance with the year 2000. This has prompted the County and the courts to evaluate their existing system applications. In recent years several of the courts' management applications have reached the end of their useful life and have either been replaced or are in the process of being replaced.

The pending "death" of existing systems has resulted in a need to examine the managerial operations of each justice agency to explore areas of potential coordination. To tackle this endeavor the County has created the Law and Justice Group. This task force is made up of representatives from each of the County's law and justice agencies<sup>3</sup>, and the County's ISD.

The Law and Justice Group completed a planning study for the County in February 1998. The study resulted in the development of a Law and Justice Group Strategic Plan.

The focus of the planning study was to identify business strategies and information sharing needs of the County's law and justice community. The objective was to achieve an integrated information system. It analyzed technological aspects and data elements for the following departments: Consolidated Courts,

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<sup>3</sup> San Bernardino County Law and Justice agencies include: Consolidated Courts, District Attorney, Marshal, Probation, Public Administration/Coroner, Public Defender, and Sheriff.

District Attorney, Marshal, Probation, Public Administrator/Coroner, Public Defender, and the Sheriff. An important component of the Law and Justice Group Strategic Plan was the assessment of year 2000 (y2k) compliance of all systems. Several law and justice agencies have addressed this issue ahead of the deadline; however, the San Bernardino Court System is left with a number of problems with y2k compliance within the court system. Besides y2k compliance, the Plan examined relationships between the member agencies, data flow, and infrastructure needs.

ISD has played a key role toward the establishment of a plan for an integrated system. ISD staff facilitated Law & Justice workshops that resulted in the Plan. It has already developed automated new, state of the art, y2k compliant systems for several law and justice agencies including the District Attorney, Juvenile Court, and Public Defender (in process). Work has begun with the Sheriff's department to design a new booking system that will integrate with D.A. and court systems. These applications have the flexibility to accomplish any future data sharing requirements, and have the ability to maximize today's technological advances such as electronic filing and remote access.

The following section consists of an assessment of the current status of local court technology (*i.e.* civil, criminal, juvenile, traffic, etc.). Table 1-6, on the following page, provides a listing of the software, hardware, and other technology aspects of the San Bernardino Court System, by court district. The table also describes system capabilities of other agencies in the County (*e.g.* District Attorney's STAR system). This assessment was conducted to review the potential of a future integrated and automated justice system. The assessment was also intended to answer questions such as how the County Court System is using its technology, when the systems were implemented, at the Court System is using its technology in an efficient way, and whether the courts' use of technology has shown an increase in staff productivity. The main court technology areas examined were the following: *case management systems, video conferencing, and other court technology.*

### **Case Management Systems**

As discussed previously, the courts are in the process of upgrading several case management software applications. The County uses several different court management software packages for each separate court type (criminal, civil, and juvenile). What follows is a description of the status of case management systems in the San Bernardino Courts within the venues of civil, criminal, juvenile, and traffic cases.

**Civil**<sup>4</sup>—Mainframes are being used for tracking cases through the civil and criminal court process. Utilizing the *Automated Court Information System—ACIS*, which has been in operation since 1975-76, the criminal court component recently transitioned to a new application—*OTS*—leaving ACIS to continue tracking civil court cases even though it is antiquated and is not y2k compliant.

ACIS can be considered a register of action application instead of a case management system. This means that it is possible to look up a case at any time and see dates and actions taken, but that the system cannot be used in the courtroom, for example, to record minute orders or to review a defendant's prior history for sentencing. A tracking system like this one is also unable to flexibly collate statistical information for court efficiency analysis. Presently, the San Bernardino County Court Administration is undergoing planning efforts with ISD Corporation (not to be confused with the County ISD) to migrate the civil courts to GENESIS.

The civil component of GENESIS will be a y2k application that will address the immediate y2k compliance issue. Presently the courts are in the process of setting up table formats and structures and plan to begin implementation of the first court in October 1998. All the civil courts are expected to be fully operational with the civil-GENESIS by January 1999. The San Bernardino Courts had planned to submit a request for proposal to build a civil case management system; however, these efforts have been put on hold for the immediate time.

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<sup>4</sup> The court defines civil to include: superior court civil, municipal court civil, unlawful claims detainer, small claims, mental health, family law, probate, appeals, guardianship, arbitration, adoptions, and conservatorship (Strategic Plan for San Bernardino County, August, 1996).

# SAN BERNARDINO COUNTY COURTS MASTER PLAN

## Chapter 1—Factors Influencing Judicial Services

Table 1-6  
TECHNOLOGY MATRIX SUMMARY - SAN BERNARDINO COUNTY COURTS SYSTEM

Automated Systems/Technology	Court Location												Year 2000 Compliant (Yes / No)	Client/Terminal Environment				
	Chino	Fontana	San Bernardino	Rancho Cucamonga	Redlands	Joshua Tree	Barstow	Victorville	Needles	Twin Peaks	Big Bear Lake	Juvenile <sup>1</sup>		Dumb Terminal	Windows 3.x	Windows 95/NT	Fax Machine	
<b>CIVIL AND CRIMINAL COURTS</b>																		
ACIS - Automated Court Information System	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	×	No	✓	Being replaced by ISD Corp. system			
OTS - Offence Tracking System	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	×	Yes	✓				
GENESIS - Adult Traffic Citations	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	×	Yes	✓	Merged traffic into OTS - mid 1998			
<b>JUVENILE COURTS</b>																		
JJIS - Juvenile Justice Information System	Juvenile court is County-wide with a central office location in San Bernardino												✓	No	Being replaced by JNET - July, 1998			
JNET - Juvenile Network													✓	Yes			✓	
JHITS - Juvenile Housing Tracking System													✓	No	✓			
<b>OTHER COURT SYSTEMS</b>																		
JASS - Jury Administration System	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Yes			✓		
Law Desk - Legal Research	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	NA			✓		
Facsimile (Fax) Filing	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	NA				✓	
Telephone Arraignment / Appearance						✓												
IVR - Interactive Voice Responsive System	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓						
Video Conferencing/Arraignment (with San Bernardino Detention Center)	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓						
T-1 Lines / T-3 Lines	No real fiber-optics county-wide; T-1 lines and going to T-3 lines everywhere - San Bernardino to/from Rancho & San Bernardino to/from Victorville																	
<b>OTHER LAW AND JUSTICE AGENCY SYSTEMS</b>																		
STAR - District Attoreny's System	- County's Information Systems Division (ISD) developed STAR with a future integrated law and justice system in mind - STAR has capability of full integration w/JNET (also developed by the County's ISD) - STAR has capability of true electronic filing																	
Public Defender's System	- In the process of modifying STAR and build an interface to meet their needs - Tentative implementation scheduled for October, 1998																	

<sup>1</sup> Juvenile court is County-wide and the only court location is in San Bernardino.

**Criminal**—The criminal court operates on the *Offense Tracking System* – OTS, which was implemented in 1996-97. All the court locations are currently using OTS. The system was developed by an outside vendor—ISD Corporation. According to court administration staff, the San Bernardino court system is planning on using OTS for the next five to seven years. OTS provides functions such as recording case and defendant proceedings from filing to disposition, tracks potential case problems through case audits, and has the capability to produce court calendars. OTS automatically generates documents, notices, and reports from entry of actions and minute data, thus increasing staff productivity by the elimination of manual document preparation. OTS is a much newer system than ACIS and it is also y2k compliant, and it tracks cases but is not a true case management system.

The opportunity has not yet arisen to explore the capabilities of integration of OTS with other law and justice agencies, since an outside vendor developed this system. However, the system was obtained with the expectations that other law and justice agencies would have the ability to directly access the system and tract information.

**Juvenile**—The juvenile court was using two automated case management systems at the time of this study. The courts were presently in the process of migrating to a newly developed system but were maintaining the previous system as well. The current system—*JJIS (Juvenile Justice Information System)*—was developed in the 1980's. It is an integrated system for tracking juvenile and scheduling delinquency and dependency cases. Current users of the system include several members of the law and justice community: Probation, District Attorney (DA), Juvenile Courts, Child Protective Services (CPS), and Public Defender. JJIS is not y2k compliant, and will soon be replaced.

The juvenile court had been working with the County's ISD developing the new system—*JNET (Juvenile Network)*, which is y2k compliant. The planning process for this new system begun in 1995, and it went live (i.e. fully operational) in August 1998. This system is a network which will reduce multiple entries of the same data items within the system. Once entered through the detention center intake, the youth can be pulled up on the same system within the courts and later through probation for consistent case management and documentation. If the youth returns to the system, the case history can easily be cross-referenced and reviewed by personnel at each step in the process.

This system has a user-friendly Windows-based application which is easy to learn and use. Integral components of the system include a Juvenile Manager, which allows users to enter information on the minor (name, AKA's, addresses, family information, court file information); Hearing Manager, which allows the courtroom clerks to access the minute order screens; and a Calendar Manager, which allows access to calendar hearings for both viewing and editing. A Minute Order Browser allows viewing or printing of all minute orders for a case, and the Person Manager provides reference to individuals related to a case (parents and siblings). The Attorney Billing component allows for automatic billing and update of court appointed attorney payments, which have never been able to be tracked and monitored in the past.

JNET was designed with the capability of later becoming a component of an integrated law and justice system. Presently, the San Bernardino Courts are the primary users of JNET. However, other law and justice agencies which have had an interface built for accessing the juvenile court system. These include: Probation, District Attorney, Public defender, and Child Protective Services. JNET technology enhancements include true electronic filing between department users (meaning data does not have to be keyed in, but is electronically received directly into the system). Imaging is a potential technology enhancement of JNET. The Courts are planning on implementing this component in September 1998.

**Traffic**—The Genesis System developed by ISD Corp. (outside vendor) is used for Adult Traffic Citations. In mid-1998 traffic was merged into OTS. OTS-GENESIS provides capabilities such as case tracking, bail enhancement, notice processing, payment calculation, bail processing, and calendar processing. The new traffic system, OTS-GENESIS is y2k compliant. According to Court Administration staff, this system has the potential for technological enhancements. A project currently under planning stages will link information from police officers directly into the traffic system, relieving court staff from having to re-enter data. This should hopefully translate into more efficient use of staff time, given that traffic filings for the fiscal year 1996-97 amounted to approximately 47 percent of the total court caseload.

In the San Bernardino Courts, as in other courts around the country, technology is not just limited to case management systems any more. In the next section—Related Court Automated Applications—we will review the jury system, video and tele conferencing, interactive voice response systems, Real Time Reporting, kiosk, and other technology applications.

## **RELATED COURT AUTOMATED APPLICATIONS**

The San Bernardino Courts have been aggressive in the use of automated systems. The following additional applications are currently being used to enhance the operational effectiveness of the courts beyond case processing:

**Jury**—JASS, the *Jury Administration Support System*, is another system developed by the County's ISD. The system was developed in 1995-96. JASS manages the administration of juries including juror registration and tracking. The County's Court System is the only user of JASS, because juries are an operation which only involves the courts. The system is y2k compliant. JASS, a client-server application, uses a Windows95/NT client/terminal environment. The County's ISD provides all maintenance for the system, which often keep the costs down compared to profit-driven outside vendors, and users feel more comfortable dealing with in-house county staff. According to Court Administration staff, the proposed cost for the development of JASS showed ISD's budget lower than that proposed by the vendor. Also, ISD's maintenance plan offered the Courts annual cost savings of \$40,000. ISD's planning and development of JASS enabled the Courts to incorporate customized features that the vendor's system did not offer.

Features incorporated into JASS include the ability to summon jurors from any city in the county to their regional court. Jurors are randomly selected from the county's DMV's (Division of Motor Vehicle) database which is accessed by JASS. Jurors can also be summoned to appear at any court location if needed. JASS also keeps track of financial information such as amounts paid to the individual jurors, and allows the user the set specified rates (*i.e.* daily service amount and mileage reimbursement amount). Standard and tailored ad-hoc reports can be easily obtained from JASS. Its ease of use, the availability of online help screens, and the graphical point-and-click interface makes JASS an extremely user-friendly application.

JASS has the flexibility of incorporating other technology enhancements. These include the addition of IVR for juror call-ins and other public service enhancements; implementation of bar code wands in all court location to provide more timely juror check in; and the issuance of smart cards to the jurors for accountability as to check in and out of court, receive automatic attendance verification, and receive automatic payments upon service completion. However, according to Court Administration staff some of these options, such as the incorporation of IVR and Smart Cards, have not been added yet due to monetary constraints along with other higher priority projects. Bar code has been implemented in both the Jury Administration and the Jury Assembly rooms. This technology is used for check-in of jurors and updating of mail denials, excusals and postponements.

**Video Conferencing**—Video conferencing uses a combination of equipment that includes television cameras, monitors, microphones, a control terminal, and a communications network. Other components such as telephones and fax machines may be added to enhance a system. The communications network needs a T1 line for proper transmission of video and audio. San Bernardino County currently has T1 lines in the county and has T3 (wider bandwidth) lines available in three court locations: to/from San Bernardino and Rancho, and to/from Victorville. Fiber optic lines are the most advanced state of the art transmitting media. Information is transported at the highest speeds through fiber optic. Since implementation costs are high, San Bernardino County and its telecommunication providers have not yet ventured into this arena.

There is some video conferencing technology in place in the San Bernardino Court System. Its primary use is for arraignments. The arraignment is performed by establishing a video conference directly connecting an offender housed at the San Bernardino County Detention Center and a judge housed in a courtroom. This technology is available at all court locations, but must be scheduled carefully. The Detention Center has the rooms and equipment capabilities to run live video conferencing simultaneously with three different courts. Most of the time only one room is required.

The new jail was designed with the ability for inmates to have video interviews with their attorneys from within the housing unit. Several units have a room equipped with a video phone. Jail personnel report that the quality of the phone is poor, and that the video has significant delays. The video is typically used only to establish the identity of the inmate, and then is turned off to expedite conversation. The Public Defender's office has expressed interest in the improvement and expansion of this technology as a way to better serve their clients in a large county with a centrally located jail. The current use of this type of technology has impacted the justice system in a positive way.

The geographical size of San Bernardino County suggests that it may be interested in expanding the use of video conferencing. The courts have already reduced transportation costs for inmates by arraigning with video, and will eventually be able to reduce security costs at the courtroom by expanding the use of video to

hearings. Currently, the San Bernardino Court System needs a waiver from the inmate giving up his/her right to be present in the courtroom. Some inmates have been reluctant to waive their right and thus are being transported to the appropriate court location. There are opportunities for the County Court System to improve and expand their use of video conferencing especially as it has proved to be beneficial for the system.

**Tele-Conferencing**—A judge in Twin Peaks is currently using telephone arraignment/appearance. The judge conducts the arraignment from a different location over a speakerphone. This technological idea should be replaced with video conferencing as the County looks at advancing and maximizing the use of technology available from the industry. At the current time, however, this is an innovative way to arraign inmates who have not waived the right to an appearance while the judge is in a remote location.

**Interactive Voice Response (IVR)**—The County of San Bernardino currently uses an Interactive Voice Response (IVR) system for payment of traffic fines. The IVR system allows the public to make payment, request continuances, and sign up for traffic school. The system is interfaced with the GENESIS Traffic module. This system permits payments to be made by credit card using a local and long distance number. Preliminary results of a survey of traffic-related court visitors, administered by the Court Administration, have revealed a lack of confidence in the system and general preference for paying in person. General information on the IVR system is sent in the mail along with the citation. Police officers also hand out a complimentary leaflet, produced by the Courts, informing the resident of the options and services available from IVR system.

**Facsimile Filing**—All court locations have the capability of facsimile (fax) filing; however, this cannot be considered true electronic filing because the data received by fax must be manually keyed into the system upon receipt (unless it uses a fax server and faxes are electronically sent and received at both ends). No locations besides juvenile courts currently have the capability of true electronic filing, where the filing is itself an electronic part of the data entry process on the integrated system.

**AutoCITE (Automatic Traffic Citations System)**—The Courts are starting a pilot project in conjunction with the Redlands police department. This project will implement the use of “hand-held” devices carried by police officers. The officers will be able to use the device to scan a driver’s license and issue an electronic ticket. The citation information will then be emailed to a server at the Court Executive Office. The information is then transmitted via FTP (File Transfer Protocol) to the AS400 mainframe which will update the traffic system—OTS-GENESIS. This entire process will be performed automatically.

The electronic issuance of tickets will improve the printed quality of tickets and fines will be better matched to the violation. (The project was scheduled to begin at the end of August, 1998.) This use of technology will improve the Court’s productivity by having data electronically merged into the Courts’ system, a process normally performed manually. If the pilot project is successful, the Courts will implement similar technologies in the geographic courts of Ontario and Fontana.

**Legal Research**—*Law Desk* is a legal research tool available for all court locations. Law Desk runs on a Windows95/NT client/terminal environment. It permits access to a centrally located CD-ROM library of basic legal references. These materials can be accessed on-line at all court locations from PC’s at the user’s desk. However, the system could be made more efficient by obtaining faster updates and increasing the training offered to users. The CD-ROM libraries are shared with other ancillary agencies such as the DA and the marshal’s office. Dial-in capabilities are available at all court locations for access into several legal research services such as Legitech, JIBBS, WestLaw, and Lexis-Nexis.

**Internet Access**—The County of San Bernardino has a Web page on the Internet ([www.co.san-bernardino.ca.us](http://www.co.san-bernardino.ca.us)) maintained by the County ISD. The Web site is a useful resource, offering information about county government services, employment opportunities, and the County Board of Supervisors. Daily Board agendas can be accessed from the Web site, allowing the Board Members to review the daily schedule. The County’s Web site provides direct links to over thirty County departments. Included in the links are the District Attorney, Marshal, Probation, and the Sheriff’s office. Most of the links offer a brief description of the department’s mission and a staff telephone directory. The Web site hosted by the Sheriff’s department is one of the most detailed and sophisticated sites. In addition to providing general information

about the department, this site provides the opportunity to review County-wide crime statistics, by city from 1992 to 1997. A user accessing the Sheriff's Web site can also review daily booking statistics.

The San Bernardino Courts do not presently have a Web site. Information on how to contact the County Courts is available from the County's home page. However, as the County courts update their internal systems to today's level of technology, the use of Internet as an access tool could result in reduced staffing needs, improved and more effective service to the general public, and a reduction in paper handling. The Internet can be used to provide online court calendars and court rules, and even forms that could be duplicated by the public and attorneys. Although Internet access may not be available to all County residents directly from their home, the Courts could provide access to their system from public locations such as libraries, malls, or government offices.

**Kiosks**—The concept of court technology spans from simple touch-tone telephone systems to more complex network and multimedia applications. Multimedia kiosk technology has many benefits for the courts. Kiosks can reduce staffing needs and increase staff productivity. Kiosks often reduce the time spent by court staff re-explaining terminology and correcting forms. It provides easy access to court information. Kiosks increase the courts' service hours operating twenty-four hours a day, seven days a week. Kiosks can provide an array of services, such as providing explanations of court processes, to detailed instructions on how to pay traffic fines, schedule court appearances, complete and print online forms, or obtain a form package for completion at a later time.

Most kiosks have a service fee, however, this can be minimal compared to the alternative of having to seek this information at the nearest geographic court location. Kiosks can display information in different languages (e.g. English and Spanish). Instructional information displayed on the kiosk often saves the public money from having to seek attorney's services.

The San Bernardino courts have not experienced multimedia kiosk technology, however this type of technology could be considered as a useful tool for the courts in the future. Several courts in the state of California and around the country have implemented such technology and proved successful in their attempt to provide better and more efficient services.

**Live-Notes**—This system links a judge's PC in his chambers to a terminal at the bench through a wireless connection. Judges are able to access the same set of notes or files at the bench or in chambers, without having to transport cumbersome diskettes or laptop computers from place to place.

**Case File Tracking**—The San Bernardino County Courts Administration track keeps filings and dispositions on an independent workstation located at the Courts Administration in San Bernardino. Until three years ago, records on filings and dispositions were stored as hard copy forms. Around 1995, Court Administration set up an NT Workstation with a data entry clerk for the purpose of entering data by type of case filed. This information is currently being stored in a series of spreadsheets using the office product Microsoft Excel.

**Real Time Reporting**—Judicial officers have Real Time Reporting in the courtrooms. According to Court Administration staff there are about three to four courtrooms that do not have the Court Reporter hooked up. This is due to hardware constraints with the Court Reporter. All other courts are connected on the bench with Real Time Reporting.

**Public Access**—Public Access Terminals are provided in many courthouses and some case-related materials can be retrieved for a small printing fee. IVR and Public Access Terminals are currently the only technologies available to the public.

Public access systems either through the computer terminals or kiosks strategically located throughout the County's court system and/or through the use of internet can provide, to the public and the Bar, useful information such as local court rules, court hours, filing and processing fees, and court calendars. While these applications, listed above, have the potential to increase the efficiency in case processing, the appropriate infrastructure is not in place to make them feasible.



**ASSESSMENT OF OTHER LAW AND JUSTICE AUTOMATED SYSTEMS**

An overview of automated systems for other law and justices agencies in the County is provided for the following agencies: District Attorney, Public Defender, Probation, Sheriff, and Marshal.

**District Attorney**—During the past year, the District Attorney's (DA) office implemented a management system called *STAR*. The system has been running for about 8 months. *STAR* was developed by the County's ISD, and has the capability of later being linked to an integrated Law and Justice network. *STAR* is an interactive tool for attorneys and staff that provides case tracking, management, reporting, calendaring, and electronic mail. The system is a windows-based, modularly constructed, y2k compliant, easy-to-use case management system.

A key setback to the full use of this system is the lack of data lines or AC outlets within the courtrooms, which would allow DA personnel to modem directly into the system while in court. As designed, data would be referenced and entered as the proceedings take place. Because adequate hookups are not currently present within the courtrooms, DA staff must print files prior to going to court, and then must enter any handwritten notes or information after they return to the office.

**Public Defender**—The Public Defender's (PD) office is currently working with the County's ISD, to model the *STAR* system for them. An interface is being designed for the Public Defender's office so that files and information can be cross-referenced. Planned and scheduled date for implementation is October, 1998. Also, according to Courts Administration staff, the Public Defender is using the Courts' juvenile system (JNET) through an interface built by ISD.

**Probation**—Probation has been working with Juvenile Courts to implement the new Juvenile system in the juvenile detention facility (which is operated by Probation). As JNET went fully operational, probation will also be accessing the system with an interface build for them by ISD.

**Sheriff's Department**—The Sheriff's Department is working with County ISD to begin development of a booking system that will operate throughout the county for booking of new inmates at the jail. This system will be fully compatible with new systems at the District Attorney's office and the Office of the Public Defender. It will also have the capabilities for future integration with an updated court software package.

**Marshal**—The Marshal's office is presently not automated.

**POTENTIAL APPLICATIONS OF TECHNOLOGY—RECOMMENDATIONS**

The County of San Bernardino *Consolidated Courts Master Plan* study is aimed at producing a strategic plan responsive to the needs of the San Bernardino County Court System. This plan will be illustrative of cost constraints, and indicative of and responsive to community concerns regarding judicial practices and economic considerations. The master plan was also charged with addressing technology issues to make the courts a more efficient and effective business operation.

As illustrated in earlier sections, an overview of current uses of technology by the courts and other law and justice agencies has been provided. The County is moving in the right direction, as seen by the task force appointment of the Law and Justice Group. However, the overview and assessment of the Courts brought up a number of issues that should be addressed by the courts to improve the systems' efficiency and functionality.

The San Bernardino Courts should focus on the following:

- Updating all systems to the industry standard, including y2k compliance;

- Providing infrastructure to allow other agencies to fully use their systems while not jeopardizing security and/or confidentiality;
- Using of technology to broaden the scope of public services offered within the courts, and in remote locations without courts; and
- Increasing data sharing capabilities and minimizing re-entry of data by all agencies and departments, through implementation of an integrated Law and Justice Data System. The County's *strategic plan* is aimed at addressing the issue of system integration all the law and justice departments. Taking steps toward achieving this goal will maximize the use of technology and enable the County's justice system, including the courts, to run a more effective and efficient business.

Based on these initial observations, a number of recommendations have been summarized in the following paragraphs. These suggestions will address some of the findings resulting from this technology assessment. A brief explanation of each is provided.

Case Management System:

- In summary, the San Bernardino Courts' case management systems need functional improvements and in particular the civil system. Given the level at which technology has arrived in the 90's, case management systems should be efficient and effective tools. Obtaining statistical information—filings and dispositions by type of case historically for a number of years—from the courts' systems is a very complex task. The extraction of information from mainframe technology and DOS-based applications has historically been more difficult and cumbersome and requires more technical expertise. Client-server technology with relational database management systems and GUI-based (graphical user interface) query and reporting tools tend to be more effective and user friendly. It may be beneficial for the courts to transition to client-server applications, where feasible, to create workable systems that aid not only court managers but other participants such as judges, attorneys, and the public.

Other short and long term recommendation include the following:

- The civil case management system needs to immediately address the y2k compliance issue.
- While the Civil Court System is being upgraded, the Courts should consult with the County ISD for planning and implementation of the new system. In-house development of the system would not only benefit the courts but the entire law and justice system.
- The Courts should try and have ISD Corp., the vendor who developed the criminal system (OTS), create an interface for ancillary agencies to have restricted access to the system. In 1997, criminal cases amounted to about 26 percent of all filings in the County.
- The County's Juvenile Court System—JNET—has shown a significant leap towards the improvement of operation between the Courts and other agencies (District Attorney, Public Defender, Probation, and Child Protective Services). JNET will improve the court's efficiency and effectiveness by establishing better and faster electronic communication, thereby reducing multiple re-entry of data and establishing standards for common data elements.
- The Court System should monitor JNET for opportunities to further improve its operability.
- The Court System should also take JNET as an example of an integrated system which also has the potential for implementing the latest technology—imaging and electronic filing—to help the law and justice system run a better operation.

- Traffic should assess the results and outcome of the Redlands police pilot project. If the project is successful, the Courts may consider expanding and broadening the scope of AutoCITE to a County-wide project.

Related Court Automated Application:

- The County's video conferencing capabilities have proven successful for court arraignments. It was noted earlier that video conferencing is expensive, but if carefully planned and implemented, video conferencing can have many benefits. The County is working on increasing the bandwidth of their transmission lines. This will increase the speed at which information is transmitted and the clarity of voice and picture. As the County moves towards the implementation of a County-wide fiber optic network, the Courts should plan on introducing "smart courts." These courts would provide video conferencing facilities available to the public who would waive their right to be present at the court. Smart courts could be located in community centers such as public libraries, local government buildings, or shopping centers. Video conferencing could also be made available to other law and justice agencies in the County thus reducing the Courts' total operating costs.
- The uses of IVR by the County Courts System have the potential for expansion, but the County Courts need to improve how the public perceives the system. The courts should market the system and give it a more user-friendly image if the courts are to further its use. Expansion could include the use of IVR for juror call-ins, linking the system to the Courts' jury application—JASS.
- The Internet has become part of our everyday tasks, as a tool for accessing the latest information, and the Court System should maximize its available resources, which may be available through the County ISD. The Internet could provide County citizens with information on the geographic location of courts, services provided, hours of operation, fees, and directory information.
- Multimedia kiosk technology is slowly improving while the costs are decreasing. More and more industries, such as transportation, are using kiosks as tools for offering the public route and fare information, time schedules, transfer points, and even the option to purchase tickets or passes. The Court System would greatly benefit from the implementation of kiosk technology in key locations around the County, especially in remote locations.

Kiosks can be used for responding to, or initiating, Small Claims lawsuits, uncontested divorces, landlord/tenant disputes and/or resolutions, or just to obtain general information about the court system. Users are taken step by step through the too often complex task of correctly completing legal forms. The kiosk can also offer the option of simply printing out the forms and instructions to be filled out by the user at a later time. Completed or blank forms are then printed at the kiosk and the user is instructed on how to proceed for service and filing of the completed paperwork. The kiosk would inform the user of the nearest location to file all paperwork.

This technology, if implemented, could be of value to the Courts in maintaining the same level of service in remote areas, while extending its hours of operations having kiosks available 24 hours a day.

In summary, the San Bernardino Court System can benefit from the use of technology. The Courts should understand and identify their systems' needs and where at all possible seek in-house help from the County ISD, which has the understanding of the County's infrastructure and technological level. Although ISD does not maintain the Court's applications, the Strategic Plan developed earlier this year by ISD and the Law and Justice Group evaluated the status of all of the Courts' management applications. Organizational commitment to a technology project for the Courts should include experts in the area of courts and information systems technology. These two bodies will complement one another for the successful planning and implementation of technology projects. The San Bernardino Law and Justice Group is a demonstration of the commitment the County has made towards defining their technological goals, and achieving their mission.

## **TRANSPORTATION AND SECURE HANDLING OF INMATES**

Transportation and secure handling of persons held in custody for criminal case processing is a major operation in San Bernardino County. The Sheriff's Department is primarily responsible for this operation, while the County Marshal provides security in the courtrooms and in the holding areas adjacent to the courtrooms.

The transportation system that has developed as the court system has grown works exceptionally well. The transportation and holding operation in the courts is managed and operated to ensure that in-custody individuals report to the court in a timely fashion. These individuals are normally on their way back to the jail facility within two to three hours of completing their appearance. The only exceptions to this very efficient timing are the transportation from the Needles and Morongo Valley locations. These locations are so remote that transportation times are extended.

Almost all transport to and from court begins at West Valley Detention Center. The exception is in the cases where arrest, booking and first appearance is managed by the Sheriff's Department Substations that have a 96-hour holding capability.

The operation of this transportation system requires approximately 50 full-time employees. The secure handling for court cases in the West Valley Detention Center and holding areas at the courthouses and Sheriff's Department Substations require approximately 45 full-time employees. These positions are primarily sworn staff of the Sheriff's Department and do not include the Marshal positions in the court facilities.

The average number of one-way trips for court appearances of individuals in-custody is approximately 14,000 per month. The percentage of trips per month by region is shown in Table 1-7.

Table 1-7  
**PERCENTAGE OF INMATE TRIPS BY COURT LOCATION**

<b>Court Location</b>	<b>Percentage of Inmate Trips</b>
<b>West Valley</b> (Foothills, Chino)	32%
<b>Central</b> (San Bernardino, Redlands, Fontana)	42%
<b>High Desert</b> (Victorville, Barstow)	23%
<b>Big Bear</b>	0.5%
<b>Twin Peaks</b>	0.5%
<b>Needles</b>	0.5%
<b>Morongo</b>	1.5%

The Presiding Judge reviewed the Sheriff's Department standard report for a typical month (an average of 20 court-days) in 1998 and classified by hearing type the reason for movement of in-custody individuals to and from the West Valley Detention Center.

Utilizing the sample reviewed by the presiding judge, six months of reports were reviewed, and appearances were grouped for all courts during the entire period. Table 1-8, on the following page, indicates the percent of appearances by type. Variations in the percentage of appearances at each court location were minimal.

Table 1-8  
**REASONS FOR IN-CUSTODY CRIMINAL CASE APPEARANCES  
 AS A PERCENTAGE OF TOTAL IN-CUSTODY APPEARANCES**

<b>Types of In-Custody Criminal Case Appearances</b>	<b>Percentage of Total In-Custody Appearances</b>
Arraignments	32%
Pre-trial Hearings	14%
Pre-Preliminary Hearings	20%
Preliminary Hearings	10%
Sentencing	7%
Motions & Hearings	7%
Dispositions/Reset/Calendar	6%
Trial Days	3-4%

Through numerous discussions with members of the Judiciary and the Presiding Judge, the following planning parameters were developed.

- The vast majority of in-custody criminal cases do not go to trial.
- A very high percentage of in-custody criminal cases reach disposition at either the time of the Pre-trial Hearing or at the Preliminary Hearing.
- In-custody criminal cases that do not reach disposition before or during the Preliminary Hearing can be assigned to a Trial Judge upon completion of the Preliminary Hearing.
- All in-custody criminal cases can initially be assigned to Preliminary Hearing Judges located in facilities adjacent to the jail. For cases going on to trial, the judge for the cases from each respective region can be assigned at the conclusion of the preliminary hearing. Some of the Bench Trials could also be conducted in these facilities. For planning purposes, it is assumed that all in-custody trials, jury or bench, will be assigned to regional court locations.
- In-custody cases that are assigned to judges for trial would continue to be transported to one of the three regional courts for hearings, motions, pleas, trials and sentencing.

Transportation and secure handling of in-custody criminal case population in a reorganized and fully developed regional court system will significantly reduce overall County operating cost for the secure handling component of the courts system. The new court system would reduce the number of locations for in-custody criminal case trials to three regional court buildings and a new Preliminary Hearing Court facility would be built at West Valley Detention Center.

The regional system development would include the following components for in-custody criminal cases:

1. A new secure Preliminary Hearing Court facility would be constructed immediately adjacent to the West Valley Detention Center. This facility would be designed to allow secure movement of in-custody adults without penetration of the secure envelope of the jail. The facility would also contain Juvenile Courts for in-custody juveniles in the new West Valley Juvenile facility and would provide access from Juvenile Detention to the new Juvenile Courts.
2. In the High Desert region a new Justice Complex would include courts, jail and juvenile detention in a campus type complex. This complex would be designed to allow required separation of in-custody juvenile and adult populations, as well as separate accesses for public, visitors, staff and secure law enforcement functions. Similar to West Valley, all in-custody cases, both adult and juvenile, would have secure access to and from Preliminary Hearing Courts without penetrating the secure envelope of either the adult or juvenile detention facilities. Individuals involved in trial cases would be escorted through separate access to the trial courtrooms.

3. The new courthouse in San Bernardino will have secure holding designed for trial cases only. This facility should be located and designed so that an urban type jail facility could later be built to utilize secure access to the courthouse.

Implementation of the regional court system with a Preliminary Hearing Court facility at West Valley Detention Center will reduce overall cost of transportation and secure handling operations by approximately five million dollars annually in today's costs. This savings is based on current workload and cost. The projected cost savings will be greater because of increased criminal case filings and inflation.

## **STATUS OF CALIFORNIA COURTS OPERATION**

### **Overview**

The purpose of this section is to provide an overview of the California Court's current court operations with a focus on legislation that will affect operations at the local courts level. This first section provides an overview of the California Courts operational structure and the organization of local courts. Current issues affecting the operational and financial aspect of the California Courts will next be explained in detail.

### **California State Courts and Local Courts**

The Administrative Office of the Courts (AOC) is the management arm of the Judicial Council of California. Its mission is to promote the fair administration of justice in the courts. In this manner the AOC provides professional, responsive administrative support to the Chief Justice, the Judicial Council, and the courts. It supports the Judicial Council and its advisory committees in their role as policy regulators for the state's judicial system, provides implementation support for the council's Long Range Strategic Plan, provides technical assistance to local courts, and provides management for specific court programs.

There are two types of courts in California: trial courts and appellate courts. Trial courts historically included a superior and a municipal court. Under Proposition 220 which unifies the benches of these courts, each of California's 58 counties has or will have a superior court whose jurisdiction includes probate, juvenile, family law, civil and small claims, and lower court appeals. Superior court also has jurisdiction over all felony cases and all civil matters above the jurisdiction of municipal court.

In San Bernardino County, the superior and municipal courts are consolidated. There are ten judicial districts in the County (Chino, Central, Fontana, Rancho Cucamonga, Redlands, Joshua Tree, Barstow, Victorville, Needles, and Big Bear Lake). As of 1998, the County Court System has a total of approximately 80 judicial officers serving an estimated total population of just over 1,650,000.

### **Legislation**

The California courts, following the trend of many other courts around the country, are trying to reform certain operational aspects of the judicial system. The State's Judicial Council has recently been addressing a number of issues, including the following: funding of the California Courts, fairness in the courts, and consolidation of superior and municipal courts. These along with other issues at stake will be explained in the following paragraphs.

Trial Court Funding Act of 1997—In the past year, there have been significant changes made to policies regarding the funding of the state courts. These changes include approval and passage of reform bills. Legislation AB 233 was passed and signed into a bill in March, 1997. The bill took effect January, 1998. According to the State's Judicial Council and the AOC, this legislation will create a stable and long-term funding for the courts. Historically, each county in California has been responsible for the funding of their

courts. This legislation, however, has shifted the fiscal responsibility from the counties to the State with some exceptions.

AB 233 consolidates the funding at the State level, giving the legislature the control over appropriation of the funds and the Judicial Council the responsibility to allocate them accordingly. It caps the County's financial responsibility at the 1994-95 fiscal year level. However, the State has assumed responsibility for 100 percent funding of the twenty smallest counties.

The purpose and goal of AB 233 is to promote equal access to the courts Statewide. The most efficient and effective way as seen by the State of California to accomplish this task was to consolidate all the different trial court funding sources into a single trial court fund. As of January 1998, the Judicial Council's annual trial court budget became part of the State's annual budget as prepared by the Governor.

The State will fund trial court operations which include costs such as judicial officers' salaries and fringe benefits, jury services, court reporting services, alternate dispute resolution, non-criminal court appointed counsel, court security, information technology, staffing and operating costs, and other indirect costs. The counties will still be liable for funding court facilities, indigent defense, pre-trial release and probation costs.

The implementation of the Trial Court Funding Act establishes a number of task forces and teams to help address and find solutions to specific issues. Some of these issues include the reduction or elimination of any delays in civil cases; the status of trial court employees; and trial court facilities.

Another issue that arose from the consolidation of the trial courts relates to Rule 991 of the California Rules of Court. Rule 991 relates to the implementation of court coordination. Courts that have shown the highest level of coordination may obtain authorization from the Judicial Council to carry over to the next fiscal year allocated funds that have not been expended.

As this restructuring of funding enters its first fiscal year 1998-99, the State hopes to become a stable and dependable funding source for its trial courts. The State also plans to take responsibility for achieving a more equal and fair distribution of funds among counties by allowing local courts to concentrate on their long term planning efforts.

Proposition 220—This legislation was passed on June 2, 1998, by 64 percent of voters Statewide. Subsequently, judges in each county submitted their vote in an attempt to seek local agreement. Proposition 220 allows the superior and municipal court judges within a county to create a consolidated or single court.

As of August 1998, a stunning 48 out of California's total of 58 counties had voted to unify. The County of San Bernardino is one that passed, though not unanimously, and agreed to the unification of municipal and superior court. Proposition 220 did not pass in the counties of Kern and Los Angeles. The San Bernardino County Courts passed Proposition 220 earlier this year and unification of their trial courts became effective August 10, 1998.

\$50 Million Modernization Fund—This fund is closely bound to three other pieces of legislation. The modernization fund is tied to legislation AB-233 (Trial Court Funding), Proposition 220, and California Rules of Court 991. The decision for its approval is still pending on the Judicial Council. The California Courts have come to the realization that technology is and will continue to grow in the coming years and must be emphasized for better communication and service.

This legislation, however, and the Judicial Council have set pre-requisites and these need to be met at the local level before the courts are eligible for technology funding. The first mandate requires that county courts be unified, according to Proposition 220, and have one set of court rules with one presiding judge. The second mandate dictates that municipal court judges also become superior court judges. Under Proposition 220 several counties in California have met these mandates, yet the funds are not available. The Chief Justice of the State Supreme Court and members of the State Legislature are lobbying to get the Governor to sign the necessary legislation for the allocation of the technology funds. Without the funds there is no incentive to further coordinate efforts at the local level. Also, before the Governor approves the modernization fund, County courts will be required to develop a strategic plan to be eligible for technology funding.

Family Law Commissioners and Facilitators Title IV-D Act—Title IV-D Child Support Enforcement Commissioners and Family Law Facilitators is a program which requires each county to have a commissioner and facilitator to hear family child support matters. As of July 1997, Title IV-D mandated a commissioner, acting as a judge, to hear Title IV-D cases. The program also requires each superior court to provide support with an office of family law facilitators. The role of the facilitator is that of an attorney/advisor. This program also requires the appointment of one or more child support commissioners by the Superior Court. Title IV-D has historically been funded by the District Attorney's office. However, after a court enters into a funding agreement with the Judicial Council any previous funding contracts between a court and a District Attorneys' office is no longer valid.

Under the program specifications, the role of the commissioners is not restricted to Title IV-D matters. They may work on other areas as well, but the grant funding obtained to enforce the program will only cover staff time spent on the program. Funding for the program has been available since July, 1997. The AOC has allocated approximately \$600,000 per year for each full time equivalent commissioner position. The Title IV-D program receives its funding as a grant, where funding is allocated toward commissioners and staff time, facilities costs for owned or leased space, costs for bailiffs and other security for the courtroom. The costs for interpreters are also included. A separate bulk amount of funding is provided for the facilitators that is related to the Title IV-D workload.

The processing of claims and payments for the program by the local courts is performed directly with the AOC. Additional dollars to support and enforce Title IV-D program throughout the state has been beneficial for the local courts, which are in great need of additional funding. These funds are allocated in addition to the trial court funding though reported to AOC in the same manner as trial court funds. If a court's Title IV-D program workload is low and there are unused funds at the end of the year, the unspent funds become available for allocation to other courts.

The San Bernardino Courts has received funding for four family facilitators and commissioners from the allocation of Title IV-D monies. Family law facilitators are available in Rancho Cucamonga, Victorville, and Central Districts. This program has become very effective in the County.

Access and Fairness in the Courts—In 1994, the Judicial Council appointed the Access and Fairness Advisory Committee to oversee, direct, and provide recommendations on issues related to access to the justice system and fairness in the courts. The Advisory Committee will address issues relating to access for persons with disabilities, as well as issues relating to race, ethnicity, gender, and sexual orientation. These issues have been made a priority in the courts' most recent Long Range Strategic Plan, and several projects have been undertaken to address them.

Completed projects include the distribution to court personnel of information as brochures, newsletters, and reports on addressing and handling such issues; and have conducted surveys and focus groups on the subject area to examine these issues with the public. The main goal for the advisory committee in the coming years will be to educate not only court personnel and especially employees on the front desk, but also the general public on their choices, options, and opportunities.

The demographic characteristics of the State are slowly changing. In 1995 the State of California was predominantly Caucasian and primarily spoke English. However, it is estimated that the Caucasian population will decrease by the year 2020. The total Hispanic population, estimated at slightly over 9.0 million in 1995, is projected to grow to about 21.0 million by the year 2020. The aspect of immigration has increased the diversity of languages and the State of California is preparing to address this issue and its impact on the Courts.

As part of the committee's ongoing research, areas that have been analyzed on the subject of access and fairness include courtroom experience by the general public, treatment of counsel, language and cultural barriers, the aspect of diversity, women of color in the justice system, sentencing, and the jury system. The Judicial Council has authorized a strategic planning committee in each of California's 58 counties. Part of the planning efforts are to establish community outreach programs. These programs would have objectives such



as meeting the needs of the various racial communities that make up each county, educating the public, and providing easier access to the courts through technology and the distribution of court resources.

Access and fairness in the courts will affect everyone, from the general public, administrative court personnel, court managers, attorneys and public defenders, to judges. The AOC and its subcommittees will be responsible for educating court staff at all levels.

Improved Operational Approaches—The California Courts are slowly becoming more technologically aware and are including technological improvements in their planning efforts. The Judicial Branch and in particular the Court Technology Task Force has focused on modernizing the judicial administration and promoting the use of technology in the Courts. The purpose of this has been to reduce costs, improve efficiency, increase services to the public, and enhance court systems to provide more accurate and timely data. Ultimately, the goals of the Courts are to maximize public access to information and to build a statewide information network.

In order for California to succeed and achieve stated goals, the focus will be on communication. This will entail improving communication not only within the State's judicial branch, but also between agencies and departments within the justice system such as police, sheriff, public defender, district attorney, and the courts, and between the general public. Building such an infrastructure takes time, extensive planning efforts, and securing of necessary funds. For the immediate needs of the California Judicial Branch, Internet technology is being used as the medium for electronic messaging and transferring of files.

Other Major Efforts—The Judicial Council is also involved in several other efforts and has appointed committees to assess a number of issues. These include a committee to study issues pertaining to court facilities; a committee to address personnel issues; and a committee to evaluate jury improvements in the State.

The Task Force on Court Facilities has been appointed by the Judicial Council, the Governor's Office, and local court administrators. The role of the Task Force is to perform a needs assessment on court facilities throughout the State, including the condition and future funding of facilities. As part of the needs assessment effort the Task Force will document the state of current facilities, the extent of court utilization, and the need for new/expanded facilities. The Task Force is also to address and document existing standards for court construction.

The assessment leaves unanswered the issue of whether the State should purchase, lease or continue to have the counties obligated to provide the court facilities. Under any one of these scenarios the Task Force will 1) provide recommendations as to whose responsibility it will be to maintain, renovate, or expand the facilities; 2) how the necessary funds will be secured; and 3) the type of financing mechanisms to be used. Other recommendations expected to result from the study will address security of facilities, operational flexibility, technology, and the need to make the facilities accessible to children, families, and persons with disabilities.

The Task Force studying personnel issues is composed of members from several legislative branches. Their agenda includes topics such as the following: 1) how and when should Court employees become State employees; 2) addressing county classification and merit systems; and 3) county labor unions.

A study is underway to evaluate these issues that will result in a report being delivered to the Governor and Judicial Council at the end of Fiscal Year 1999/00. The report will provide recommendations on how the court system can build a single classification and compensation plan, and how to make the transition.

Jury improvements in the State are also being addressed and a committee has been formed to address greater use of automation and juror compensation. The current compensation fee is currently between \$20 and \$30 per person per jury service. In addition to this fee, persons get reimbursed for mileage and daycare. The committee will evaluate whether the rates should be standardized throughout the State and whether they are appropriate.

In conclusion, the AOC and Judicial Council of California have a full and diverse agenda. There are many issues being addressed that affect each and every county court. So far, the results experienced from passed legislation have been positive. Trial Court Funding and Proposition 220 have and will improve the operational aspect of the courts. Also, Community-Focused Strategic Planning, considered among the Governor's top priority issues, has forced the local county courts to better plan for the future and to provide more efficient and effective services.

## **SUMMARY**

Growth in population and the associated court activity increased impressively during the decade of the 90's. As will be illustrated in Chapter 2, the judiciary responded to the growth with additional resources as the need for judicial intervention is directly linked to population. Higher crime rates are often linked to economically disadvantaged populations that in turn increase the demand on the criminal justice and family support systems. San Bernardino County as a whole and certain regions specifically, has a disproportionately high percentage of citizens requiring all forms of public assistance. As was shown earlier in Tables 1-4 and 1-5, these communities also reflect the higher rates of crimes.

Disadvantaged individuals, however, are not the only elements of the population that access the judicial system resources. Growth in all socio-economic sectors generally yields increases in small claims, civil petitions, and other forms of non-criminal disputes that require judicial resources. As an increasingly litigious society, the equation has become more predictable: the more citizens, the more disputes of various forms that require some form of intervention that, more often than not, follows with a need for more personnel, space, and technology.

The demographic, social, and economic factors impacting the operation of the San Bernardino County Courts at the time of this study set the stage for change—technological, structural, and in the mission of the courts—as well as how the courts serve the communities of the County. The high cost of inmate transportation and secure handling gives incentive to the County to review the way in which criminal cases are currently heard. Technological advances offer alternatives and enhancements to current court functions that can change what is perceived as a “court.” With these themes in mind, Chapter 2 establishes projections for future filings and judicial officers.

Projections models are an attempt to mathematically explain the factors that influence the future of a real-world situation. No model can perfectly describe an ever-changing political system, especially one as complex as the San Bernardino County Court System. As a planning tool, however, projections models can effectively combine a broad number of key factors in order to project future needs.

Some key factors in the San Bernardino County Courts System include the size of the county, demographic differences between regions, anticipated rapid population growth, and geographic features that affect court locations. Because of the complexities of this system and limitations in the available data, these factors were divided and dealt with in three stages. The first was the population projection already described in Chapter 1, Section 3. The second is a County-wide filings and judicial officer projection. The third is a detailed Regional filings and judicial officer/court<sup>5</sup> projection by current court location and filing type. The following is a brief description of the logic and methodology used, followed by the County-wide and Regional projections.

## **LOGIC AND METHODOLOGY**

### **Filings Projection**

Future court needs are dependent on future filings, which are in turn dependent on population growth and demographics. The first step in determining future court needs within San Bernardino County after projecting future population involved projecting future filings. In developing the filings projections models, several issues were taken into account:

- Filings rates vary by region within the County,
- Filings rates vary by type of case,
- Population is projected to increase at varying rates throughout the County,
- With the passage of Proposition 220, municipal and superior courts will all become Superior Courts.

In order to incorporate these issues into the mathematical model, filings projections were done both by county and by current court region. For the countywide model, superior and municipal filings were projected separately. The population used was the total County population (except for juvenile projections, where the population used was the juvenile population only).

For the regional model, court staff suggested divisions of filings to reflect the variation in filings rates, and historical filings were divided as requested. Superior and Municipal filings data was combined using these new groupings to show current court activity by location and filing type, rather than by Superior and Municipal. For this projection, the population used was the projected population of each court district, calculated in Chapter 1.

### **Projected Judicial Officers**

Historically, judges have each had their “own” courtroom. Some new court designs assume that judicial officers will share courtrooms, but in San Bernardino County this design has never been tested.<sup>6</sup> The

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<sup>5</sup> For planning purposes, one FTE of a judicial officer must have one FTE of a courtroom in which to practice. Judicial officers were used as a proxy for courtrooms in this projection model. This model should not be considered in any way to be a staffing analysis or a recommendation of management policy regarding judicial officer staffing levels or utilization.

<sup>6</sup> The premise behind shared courtrooms is greater efficiency of court use through elimination of gaps in scheduling. In a typical courthouse, for example, there is time while the judge is reading background materials, meeting with attorneys, or during hearings, when the courtroom itself is not needed. If analysis of court scheduling and case type revealed that 20% (.2 Full Time Equivalent or FTE) of a judicial officer's activity could take place in a conference room or hearing room and the other 80% (.8 FTE) of activity legitimately required a courtroom, then a “scheduling” ratio can be calculated for courtroom sharing. Carrying the former example through to a space programming level can be done in this way: .8 FTE of courtroom x 5 judges = 4 courtrooms. Therefore, with the scheduling features above, for every five judicial officers, only four courtrooms would be needed.

decision of whether or not to implement a court-sharing model must take place at a detailed programming phase in the planning process, after careful analysis of court scheduling and potential efficiency gains are examined. For purposes of projecting space needs, it was assumed that each full-time equivalent of a judge needs a full-time equivalent of a courtroom in which to practice.

To estimate future space needs, filings projections were used to project judicial officers (courtrooms) for the existing court regions. As requested by the County, filings projections, judicial officers/courtrooms were projected first for the entire County, and then by filing type within each existing court region.

### **Historical Data Used for Projections and Sources**

As a basis for the filings projections, historical data was collected from the Courts Administration Office. Superior and Municipal court data from 1991 to 1997 was aggregated by filing type, court location, and year. This data was compiled from hard copy monthly reports, annual summaries, and more recent data recorded in data files. Although State statistical reports were available, these reports offered only countywide aggregated data, and did not provide the level of regional court specificity required for this analysis. These reports were used to confirm the totals aggregated by the Consultant Team.<sup>7</sup> For historical filings data, see pp. A-15 to A-26 in the Appendix.

### **PROJECTED FILINGS AND JUDICIAL OFFICERS—COUNTY-WIDE**

To get an idea of the magnitude of future court activity in San Bernardino County, judicial officer/court needs were projected for the whole County. Although a County-wide model does not take into account the geographical differences, court specialization, dark time, transportation time, or other key features which must be considered in planning, the exercise provides a general guide/check for the regionalized projection models in the next section. It was anticipated that the County-wide model would produce numbers lower than those of the more detailed projection by court location and filing type, because of the inability of the County-wide model to account for the many unique features taken into account in the regional projection model.

#### **Filings**

Six models were used to produce final County-wide filings projections. Below are descriptions of these six models. (The same models were also used to project dispositions, although all further court/judicial officer projections are based on filings projections only, because of the current case backlog).

- **MODEL I** projected future filings as a changing percentage of the County population. Superior and Municipal Court filings were projected using 1998 filings as a base, and using 3.94% and –1.71% per year (respectively) as the rate of change, according to historical data.
- **MODEL II** was based on the number change in the rate of filings to population. A 1998 base was used, and the annual change was –3570 for Municipal filings, and 2083 for Superior filings.
- **MODELS III and IV** were modifications of Models I and II, using the change between the endpoint years instead of the average change from six years of historical data. *[Example: To calculate a rate of change between 1990 and 1997, the change was calculated for the interval 1990-91 and 1996-97, and these two rates were averaged]*. This model is used to eliminate irregular annual fluctuations in historical data. In this case, however, both Models III and IV projected negative

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<sup>7</sup> Historical data used for filings projections is included in the appendix. For all years, Superior and Municipal Filings aggregated by the consultant team were within approximately 1% of the totals reported in the state statistic reports, with the exception of 1992-93. In that year, incomplete Municipal Filings data was reported in the State Statistical Report. The Superior Filings data aggregated by the consultant totaled 54733, while the total reported in the State Statistical Report was 51163, a difference of 6.5%. For the sake of consistency, Consultant data was used for all projections.

amounts of future dispositions. These models were discarded as being inappropriate for the San Bernardino situation.

- **MODEL V** assumed a constant rate of filings to population, equal to the average rate over the years from 1990 to 1997. This rate was used to project future Superior and Municipal filings.
- **MODEL VI** uses a constant rate of filings to population, but without separating Superior and Municipal filings.

Complete summaries of the calculations used can be found in the appendix of this report on pages A-7 and A-8. Table 2-1 below summarizes the results of these six filings projections models.

Table 2-1  
**COUNTY-WIDE FILINGS PROJECTIONS**

1998*				2010			2020		
Municipal	Superior	Total		Municipal	Superior	Total	Municipal	Superior	Total
417,836	63,265	<b>481,101</b>	Model I	332,225	93,150	<b>425,375</b>	275,499	93,150	<b>368,649</b>
			Model II	374,998	88,265	<b>463,263</b>	339,299	109,099	<b>448,398</b>
			Model III	562,583	121,058	<b>683,640</b>	724,991	213,212	<b>938,203</b>
			Model IV	550,520	109,893	<b>660,413</b>	661,090	148,750	<b>809,840</b>
			Model V	576,270	86,844	<b>663,113</b>	728,211	109,741	<b>837,952</b>
			Model VI	N/A	N/A	<b>663,113</b>	N/A	N/A	<b>837,952</b>

\*1998 data estimated from 6 months of 1998 historical data.

The four accepted filings projections served as the basis for County-wide projections of future judicial officers, in the next section.

### Projected Judicial Officers/Courts – County-Wide

Using the County-wide filings projected by the four accepted County-wide models, the number of judicial officers was projected. For Filings Projections Models I and II the historical rate of incoming filings per judicial was used to project the number of judicial officers that would be needed to handle the anticipated future filings (superior and municipal were calculated separately). Table 2-2 below shows the average rates of filings per municipal and superior judicial positions based on seven years of historical data. These rates were used to project need for judicial officers. For example, the average rate of municipal filings per judicial position was 12,138. Model I above projected 332,225 filings for the year 2010. To calculate the judicial officers needed to dispose of these filings, 332,225 was divided by 12,138 ( $332,225 / 12,138 = 27.37$  or 27 judicial officers).

Table 2-2  
**JUDICIAL CASELOAD ANALYSIS FOR COUNTY-WIDE PROJECTION MODELS, 1991-1998**

							7/1/97 to 3-31-98**	Avg. Rates
	1991-92	1992-93	1993-94	1994-95*	1995-96	1996-97		
<b>Total Judicial Positions</b>	<b>61</b>	<b>64</b>	<b>64</b>	<b>64</b>	<b>68</b>	<b>70</b>	<b>71*</b>	
FTE Municipal Judges	26	26	26	26	30	30	30	
FTE Municipal Commissioners	2	4	4	4	4	6	4	
FTE Superior Judges	28	28	28	28	28	30	32	
FTE Superior Commissioners	5	6	6	6	6	4	6	
Judges per 20,000 Population	0.80	0.83	0.82	0.82	0.86	0.88	0.88	0.84
Municipal Filings per Judicial Position	15,815	6,853	13,255	14,169	11,708	10,875	12,289	12,138
Superior Filings per Judicial Position	1,475	1,610	1,709	1,707	1,860	1,810	1,665	1,691

\*Estimated Filings Based on Historical Data

\*\*Data for 1998 Based on 9 Months of Existing Data

Note: Numbers may not add to totals due to rounding.

Likewise, the ratio of superior filings to judicial officers was 1,691. Dividing the superior filings projected for 2010 by Model I above (93,150) by the historical ratio (1,691) gives the number of judicial officers needed to dispose of superior filings ( $93,150 / 1,691 = 55.09$  or 55 judicial officers). Adding the judicial officers needed to handle superior filings to the judicial officers needed to handle the municipal filings gives the total anticipated judicial officer need in 2010— a total of 82 judicial officer equivalents. This number and the remainder of the Model I and II judicial officer projections can be seen in Table 2-3.

Table 2-3  
**COUNTY-WIDE PROJECTION OF JUDICIAL OFFICERS/COURTS**

<b>Summary Projections of Judicial Officers – San Bernardino County</b>			
Judicial Officers**	1998	2010	2020
Model I	72	82	99
Model II	72	83	92
Model V	71	94	119
Model VI	71	92	116
Average	72	88	107
Specialization/Location Factor	15%	10%	5%
	11	9	5
<b>Total Projected Judicial Officers</b>	<b>82</b>	<b>97</b>	<b>112</b>

\*\*Judicial Officers include referees, commissioners, mediators, and part-time judges .

Filings Projection Model V was linked to population, but the rate of filings per judicial officer was used in the same way as in Models I and II to calculate the number of future judicial officers needed. For Filings Projection Model VI, the County average number of historical filings per judicial position (7,183) was used to project future judicial officers, by dividing projected filings by 7,183 to determine total future judicial officers.

The resulting projected judicial officers from Models I, II, V, and VI were averaged to get an approximate judicial officer need (i.e., courtroom need) for the future (see Table 2-4 on the following page). A specialization/location factor was multiplied by the result to account for special features of the current San Bernardino system, including the current case backlog, multiple court locations, long transit times between courts, and dark time in some courtrooms. This factor added several courtrooms to this projection model because these features make the County courts less efficient than the models, which all assume one court location, no backlog, and no demographic separations. The factor used was 15% for 1998, 10% for the year 2010, and 5% for 2020 based on the assumption that efficiency will increase with courts consolidation, and that the backlog will gradually decrease over the next 20 years.

## **PROJECTED FILINGS AND JUDICIAL OFFICERS—BY LOCATION AND FILING TYPE**

This model incorporated a great deal of detail related to population, filings types, and existing court regions. With increasing specificity of location and filing type, the possibility of inaccuracy increases. This is because the increased number of variables in the detailed model allows greater opportunity for change that could result in different future outcomes. A more detailed model can provide useful information for planning purposes, but flexibility should be maintained in planning based on a complex model like this one to permit the system to adapt to potential changes.

In this model, future filings were projected for each existing court location, and for the filings groupings recommended by County and court staff. The result was a set of projections for 11 court locations<sup>8</sup> plus

<sup>8</sup> San Bernardino, Redlands, Fontana, Rancho Cucamonga, Chino, Victorville, Barstow, Twin Peaks, Big Bear, Joshua Tree, and Needles.

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## Chapter 2—Projections of Future Judicial System Needs

juvenile, for 11 filings types.<sup>9</sup> Filings projections were calculated using the historical rate of filings to population (based on 1991-1997 historical data). The data used for these calculations is included in the appendix, along with a detailed explanation of how the calculations were done. Table 2-4 summarizes the resulting filings projections.

Table 2-4  
San Bernardino County Filings Projections by Court Location

San Bernardino County  Filings Projections by Court Location	Criminal	Civil	Juvenile Delinquency	Family Law	Civil Petitions	Juvenile Dependency	Small Claims	Mental Health	Appeals	Probate	Traffic	TOTALS
<b>Central</b>												
Base Year Filings 1996-97	16,579	3,709	0	0	0	0	2,854	0	26	0	24,461	47,629
Fontana 2010	27,673	7,589	0	0	0	0	9,593	0	11	0	47,429	92,295
2020	35,147	9,639	0	0	0	0	12,185	0	14	0	60,240	117,225
Base Year Filings 1996-97	0	0	4,164	0	0	3,505	0	0	0	0	0	7,669
Juvenile 2010	0	0	7,931	0	0	6,056	0	0	10	48	0	14,045
2020	0	0	10,969	0	0	8,375	0	0	13	66	0	19,423
Base Year Filings 1996-97	6,034	902	0	0	0	0	1,030	0	0	0	11,390	19,356
Redlands 2010	8,248	2,132	0	0	0	0	1,995	1	0	0	16,613	28,989
2020	10,349	2,675	0	0	0	0	2,503	1	0	0	20,845	36,373
Base Year Filings 1996-97	32,185	11,982	0	3,598	13,969	0	5,736	18	191	1,036	46,227	114,942
San Bernardino 2010	45,575	15,917	0	5,683	19,185	0	7,882	110	503	1,563	71,407	167,825
2020	55,534	19,395	0	6,924	23,378	0	9,604	134	613	1,905	87,011	204,498
<b>West Valley</b>												
Base Year Filings 1996-97	5,263	3,519	0	0	0	0	2,899	0	31	0	9,154	20,866
Chino 2010	14,635	6,118	0	0	0	0	5,290	0	20	0	33,313	59,376
2020	20,876	8,727	0	0	0	0	7,546	0	28	0	47,519	84,696
Base Year Filings 1996-97	29,651	9,232	0	2,448	5,490	0	5,526	6	103	293	56,592	109,341
Rancho Cucamonga 2010	51,111	13,997	0	3,870	5,708	0	9,058	19	332	476	91,857	176,428
2020	63,205	17,309	0	4,786	7,059	0	11,201	24	410	589	113,592	218,175
<b>High Desert</b>												
Base Year Filings 1996-97	15,649	4,726	0	1,731	6,515	0	4,499	54	77	293	26,572	60,116
Victorville 2010	29,511	8,539	0	3,303	7,250	18	7,020	18	228	588	59,550	116,025
2020	38,621	11,174	0	4,323	9,488	24	9,187	24	299	769	77,933	151,842
<b>Remote</b>												
Base Year Filings 1996-97	6,141	765	0	672	137	0	504	11	14	100	17,755	26,099
Barstow 2010	13,388	1,709	0	1,493	344	0	866	37	53	250	60,798	78,938
2020	18,298	2,336	0	2,041	470	0	1,184	51	73	342	83,094	107,889
Base Year Filings 1996-97	2,837	48	0	0	0	0	44	0	0	0	15,465	18,394
Needles 2010	4,604	115	0	0	101	0	51	0	0	0	15,737	20,608
2020	6,592	165	0	0	145	0	72	0	0	0	22,532	29,506
Base Year Filings 1996-97	1,937	414	0	0	0	0	271	0	0	0	5,293	7,915
Twin Peaks 2010	4,211	876	0	0	0	0	609	0	0	0	9,712	15,408
2020	5,728	1,191	0	0	0	0	828	0	0	0	13,208	20,955
Base Year Filings 1996-97	1,831	338	0	0	0	0	288	20	0	0	4,349	6,826
Big Bear 2010	4,101	783	0	0	0	0	610	13	0	0	7,486	12,993
2020	5,653	1,080	0	0	0	0	841	18	0	0	10,319	17,911
Base Year Filings 1996-97	4,204	782	0	490	280	0	481	0	10	132	7,506	13,885
Joshua Tree 2010	7,627	1,403	0	952	501	0	859	25	29	293	17,031	28,720
2020	9,723	1,788	0	1,213	639	0	1,095	32	37	373	21,710	36,610

Source: Carter Goble Associates, Inc.

<sup>9</sup> Criminal, Juvenile Delinquency, Family Law, Civil Petitions, Juvenile Dependency, Small Claims, Mental Health, Appeals, Probate, Traffic, and all remaining Civil.

### **Projected Judicial Officers/Courts by Existing Court Regions**

Projecting future judicial officers by existing court locations was a complex process. County personnel provided current data on the Full-Time Equivalents (FTEs) of judicial time spent on each of the filing types, including hearing officers, part-time judges, referees, and other non-statutory judicial officers. This data was combined with filings data to estimate the rate at which filings enter the system per judicial officer in each court location. A table showing these rates can be found in the appendix on page A-20.

It was assumed that part of the Courts' standardization process would include equalizing the rate of filings per judicial officer throughout the system by re-allocating judicial officers where necessary. Despite the regional variation in filings rates, the weighted average rate (equal to the sum of the rates of each location divided by the eleven total locations) was used for estimating future judicial officer needs.<sup>10</sup>

Using filings projections by court location and filing type (see Table 2-4), the rate of filings per judicial officer by filing type was used to estimate the number of judicial FTEs (courtrooms) which would be needed to handle such a caseload. These judicial FTEs (courtrooms) were grouped into the court regions recommended by the committee as follows: Central Region (San Bernardino, Fontana, Redlands); West Valley Region (Rancho Cucamonga, Chino); High Desert Region (Victorville, Barstow); and the remaining outlying courts (Twin Peaks, Joshua Tree, Big Bear, and Needles). Table 2-5 shows projections of judicial officer/courtroom needs for the years 2010 and 2020 by recommended court regions.

Table 2-5  
**COUNTY-WIDE PROJECTIONS OF JUDICIAL OFFICER NEEDS BY LOCATION (INCLUDING JUVENILE)**

Year	Central Region	West Valley Region	High Desert Region	Twin Peaks	Joshua Tree	Big Bear	Needles	TOTAL
<b>Current</b>	30.3	24.0	15.3	0.4	3.1	1.0	1.0	<b>80.1</b>
<b>2010</b>	34.8	27.1	19.9	1.3	3.5	1.4	1.3	<b>98.4</b>
<b>2020</b>	43.2	33.0	26.4	1.7	4.4	1.9	1.9	<b>125.3</b>

**Note:** The total number of current judicial officers is greater than the number of sworn judges due to the inclusion of commissioners, referees, hearing officers, and other judicial substitutes who assist in handling the current caseload. Furthermore, these numbers reflect approximate full-time equivalents for each existing court location, based on hours or days per week, per judicial officer.

It is important to note that, while this model attempts to project need within various court areas, the overall **total** number of judges/courts projected is the most crucial. Whether these judges end up with a caseload consisting of primarily small claims cases or civil cases is a decision related to courts planning and management strategy. Regardless of the types or numbers of cases heard, the total estimated future number of judicial officers should remain the same. Some options relating to the mix of how those judges will spend their time in the future is discussed at some length in Chapter 3, 'Strategic Plan for San Bernardino County.' At this level of analysis, this projection model simply produces *estimated* judicial Full-Time Equivalents in each of the areas specified by the County, according to available historical data.

### **Allocation of Courtrooms by Region**

Based on the projections produced by the regional projection model, court allocations (see Table 2-6 and 2-7 on the following page) were made of courts in the County's proposed future court locations.

The totals for each court region and for each court type correspond to those projected by the Regional Projection Model. The configuration of courts (which type of courts go where) is somewhat flexible, as long as the totals are those projected to meet County needs in 2020.

<sup>10</sup> An alternate model, using the total county filings divided by total judicial FTEs per filing type was also used to project future judicial officers. This model was discarded by the County based on an unrealistic projection of 171 judicial officers by the year 2020.



The next chapter of the report develops this allocation into two specific options for the future of the San Bernardino County courts.

Table 2-6  
**THE PROJECTED 2010 ALLOCATION OF COURTROOMS BY REGION**

Location of Court	Criminal	Civil	Juvenile Delinquency	Juvenile Dependency	Small Claims	Family Law	Traffic	Total
West Valley Region	13	6	2	1	1	2	2	27
Central Region	19	6	3	3	2	6	3	42
High Desert Region	8	2	2	1	1	5	3	22
Needles Court	1	0	0	0	0	0	0	1
Big Bear Court	0	1	0	0	0	0	0	1
Joshua Tree Court	2	0	0	0	0	1	0	3
Twin Peaks Court	0	0	0	0	1	0	0	1
<b>Totals</b>	<b>43</b>	<b>15</b>	<b>7</b>	<b>5</b>	<b>5</b>	<b>14</b>	<b>8</b>	<b>97</b>

*\*In addition to 1997 projected Courtrooms, two (2) additional courts for Mental Health & Probate will be provided, bringing total to 99.*

Table 2-7  
**THE PROJECTED 2020 ALLOCATION OF COURTROOMS BY REGION**

Location of Court	Criminal	Civil	Juvenile Delinquency	Juvenile Dependency	Small Claims	Family Law	Traffic	Total
West Valley Region	20	7	3	1	2	4	0	37
Central Region	25	9	3	3	2	7	5	54
High Desert Region	13	3	2	1	1	6	2	28
Needles Court	1	0	0	0	0	1	0	2
Big Bear Court	1	0	0	0	0	0	0	1
Joshua Tree Court	0	0	0	0	1	1	1	3
Twin Peaks Court	0	0	0	0	0	0	0	0
<b>Totals</b>	<b>60</b>	<b>19</b>	<b>8</b>	<b>5</b>	<b>6</b>	<b>19</b>	<b>8</b>	<b>125</b>

### Projected Court Staff per Existing Court Location

The size of each court building is the total amount of space required for the courtrooms, plus the space required to house the court staff and staff from related agencies such as the District Attorney, Public Defender, Marshal, and Probation. The latter numbers must be calculated based on the anticipated use of the court— in other words, if a courthouse is designated for civil court, neither the D.A. nor the P.D. would require office space in that courthouse. Court staff, on the other hand, will always be housed within the courthouse. For planning purposes, the historical ratio of court staff to judicial officers<sup>11</sup> was used to estimate future court staff personnel. Total estimated Court Services staff for the County is 1,089 in the year 2010, using this standard. In addition, space for the District Attorney, Police Department, Marshal and Probation staff will be required.

### Summary of Growth Management Strategy for San Bernardino Courts

For planning purposes, it is recommended that at least 99 courts be anticipated for the year 2010. This number can be adjusted according to detailed planning features, such as the increased use of hearing rooms where courtrooms are currently used. It is also recommended that the regional projection model be used as a guide for determining what type of court space will be needed— hearing rooms for juvenile traffic, large secure criminal courtrooms with holding, and large courtrooms with plenty of seating for traffic court. A discussion of key issues that arose during the process can be found in the Appendix of this report beginning on page A-27.

<sup>11</sup> Historically, San Bernardino County has employed approximately 10.5 Court Service staff personnel per judicial officer.

Given the magnitude of need and the historical presence of the court facilities in 11 separate communities, the number of development options was reduced from several with the Committee's input to two. Since the Court has been implementing a management strategy of regionalization for nearly a decade which offers the best opportunity (given geographical area) to focus scarce personnel resources, two options were chosen for greater study that embrace the regionalization approach. In addition to narrowing the focus to two options, the Committee elected to concentrate upon the 10-year needs with expansion (or contraction) capabilities once the initial capital expansion represented in the 2010 Plan was accomplished.

In the following pages, the basis for two development options is discussed in terms of existing space by location and function; space standards for defining future needs; construction cost guidelines; and a summary of the total system needs in terms of number and types of courtrooms and location. With the accomplishment of the first 10 years of capital investment and the implementation of a Countywide court technology expansion program, the future use of several existing courts can be re-assessed. The 2010 Plan offers a proposed use for all of the existing court locations.

## **TWO STRATEGIC PLAN OPTIONS – A AND B**

Reviewing the possible uses of the existing court locations with the county's goal of creating three key court regions, two possible plans emerged. These plans were reviewed by related court agencies, county administration, court administration, and judicial representatives. Each plan was developed on two levels—the regional level (West Valley, Central Valley, and High Desert) and the individual court level (Central, Redlands, Fontana, etc.).

After the plans were developed, each was broken into 10-year phases. This phasing permits costs to be spread over the 20-year implementation period. It also permits flexibility for future modification of the plan, in case of unexpected policy or other countywide change.

Table 3-1 summarizes the two options for the future of San Bernardino County Courts. These options are unified by the concept of concentrating major court activity into three geographical regions—Central, West Valley, and High Desert. The overriding goal of the courts in the first decade of a 20 year plan is management efficiency, while continuing to provide service as needed within outlying communities. Reflecting these goals, Options A and B both offer one major court center within each region, where criminal and juvenile delinquency cases will be heard. These courts will also offer the complete spectrum of court activity, including in-custody criminal, family law, and civil cases.

# SAN BERNARDINO COUNTY COURTS MASTER PLAN

## Chapter 3—Strategic Plan for San Bernardino County

Table 3-1  
CONCEPT OPTIONS FOR SAN BERNARDINO COUNTY COURTS

COURTS	OPTION A	OPTION B
<b>Central</b> <b>Existing San Bernardino Courthouse</b>	Renovate existing courthouse and Annex for 10 courtrooms and D.A., P.D., Probation, and D.C.S.	Remove court functions to new facility in general vicinity. Make courthouse available for County, City, or other governmental office space.
<b>New San Bernardino Courthouse</b>	Construct new courthouse. Utilize 10 Courts in T-Wing for non-criminal.	Construct new 36-courtroom courthouse with space for all support functions of the court.
<b>Redlands</b>	Restrict use to non-in-custody proceedings such as Civil and Small Claims. Expand technology.	Restrict use to non-in-custody proceedings such as Civil and Small Claims. Expand technology.
<b>Fontana</b>	Maintain facility as is with no in-custody criminal proceedings. Focus activity on family law, small claims, and traffic court. Expand technology.	Maintain facility as is with no in-custody criminal proceedings. Focus activity on family law, small claims, and traffic court. Expand technology.
<b>Juvenile Hall</b>	Construct or renovate 6 juvenile courtrooms.	Construct or renovate 6 juvenile courtrooms.
<b>West Valley</b> <b>Rancho Cucamonga Courthouse</b>	Continue present use. Enhance security in public areas.	Leave facility as is. Focus on criminal and juvenile delinquency. Improve security.
<b>New Court Facility</b>	Construct new 7-courtroom in-custody Criminal Hearings Facility adjacent to jail for detained adults and juvenile delinquency hearings.	Construct new 8-courtroom Facility in the West Valley for family law and juvenile dependency cases.
<b>Chino Courthouse</b>	Restrict use to non-in-custody proceedings such as Civil, Traffic, Small Claims. Expand technology.	Restrict use to non-in-custody proceedings such as Family Law, Traffic, Small Claims. Expand technology.
<b>Juvenile Courts</b>	Designate 3 courts for juvenile activity by 2010.	Designate 3 courts for juvenile activity by 2010.
<b>High Desert</b> <b>Victorville Courthouse</b>	Continue non-in-custody court functions in at least 8 courtrooms of the existing facility.	Remove all court functions. Allocate existing building for County or City of Victorville non-court use.
<b>New High Desert Facility</b>	Construct new 10-courtroom High Desert Criminal Justice Complex. If possible, locate facility near proposed Detention Complex.	Construct new 16-courtroom full-service facility. Consider a site in close proximity to proposed High Desert Detention Center.
<b>Barstow Courthouse</b>	Focus court use on family law, juvenile delinquency, traffic, and small claims activity. Move all in-custody criminal proceedings to new High Desert Complex.	Focus court use on civil, family law, traffic, and small claims activity. Move all in-custody criminal proceedings to new High Desert Complex.
<b>Juvenile Courts</b>	Designate 3 courts for juvenile activity by 2010.	Designate 3 courts for juvenile activity by 2010.
<b>Outlying Regions</b> <b>Twin Peaks</b>	Maintain current use except for in-custody criminal proceedings. Expand services through technology.	Maintain current use except for in-custody criminal proceedings. Expand services through technology.
<b>Big Bear</b>	Maintain current use except for in-custody criminal proceedings. Expand services through technology.	Maintain current use except for in-custody criminal proceedings. Expand services through technology.
<b>Joshua Tree (Morongo)</b>	Maintain current use. Limit in-custody criminal proceedings. Add court support area. Expand services through technology.	Maintain current use. Limit in-custody criminal proceedings. Add court support area. Expand services through technology.
<b>Needles</b>	Maintain current use except for in-custody criminal proceedings. Expand services through technology.	Maintain current use except for in-custody criminal proceedings. Expand services through technology.

The proposed regional court centers include San Bernardino (Central Region), Rancho Cucamonga/West Valley Detention Center (West Valley Region) and an unspecified region of the High Desert between Victorville and Barstow (High Desert Region). Optimally, each of these centers will have holding facilities for detained criminals, juvenile holding and courts, and the requisite courtrooms based on filing projections. As court activity becomes more centralized within each region, the smaller courts in outlying areas will continue to provide small claims and some civil service to their communities. In some cases these courthouses may be converted to technological centers where citizens will be able to request documents, file complaints electronically, and pay traffic fines; however, these types of changes will occur beyond the 10-year window of this report's focus.

In addition to the three regions and their branch courts, the County will maintain several courts in specialized locations, which are separated from the primary regions by geographical distance or prohibitive terrain.

These locations are Joshua Tree, Needles, Big Bear, and Twin Peaks. Based on historical activity in these locations, Twin Peaks and / or Big Bear are perfect candidates for testing kiosk technology as a means for serving the majority of the needs of their populations. The Joshua Tree and Needles courts should remain much as they are today, to serve the population of those remote regions of the County.

The options shown, Option A and Option B, reflect two ways that the San Bernardino County Courts can achieve regionalization goals while keeping a focus on customer service. These plans incorporate the use of existing facilities, construction of new facilities, and necessary renovations of facilities that need modernization and routine maintenance. Following either of these plans should provide ample facilities to serve the increasing population of San Bernardino County during the coming twenty years.

In a county as large and widespread as San Bernardino County, the quality of facilities can vary drastically as a reflection of difficult funding decisions that must be made with limited resources. Within the County court facilities, differences in security, court support staff per judicial officer, and the quantity and quality of space for courtrooms and related agency staff are evident. Space shortfalls are addressed in this section. Capital Improvements to existing facilities are discussed in Chapter Four, based on future plans for each court location.

Table 3-2 summarizes the current space that is utilized for court-related activities, both within courthouses and in adjacent buildings. This table includes some agencies with varied missions, such as Probation. In these cases, the table reflects only the square footage used by personnel directly related to court support activities. Courthouses are designated. Where court-related staff are located outside the courthouse, the square footages are shown in a separate row which is labeled with the city name.

The square footages shown in Table 3-2 include all court locations and a breakdown into Court Sets (including courtrooms, judges' chambers, and jury areas); Court Services (Courts Administration and Clerical Support); District Attorney; Marshal; Probation; Public Defender; Sheriff (holding areas); Cafeteria; and Law Library. The total County space currently used for court-related activities is approximately 800,000 square feet, including courtrooms, judges' chambers, secure holding areas, and office space used for related court agencies.

Table 3-2

	AN B	COUNTY	COURTS - A	Sq. Ft.	DEPARTMENT										
	COURTS SPACE (TOTAL)	Number of Courtrooms	Court Sets	Court Services	Juvenile Traffic	OTHER COURT BLDG. SPACE (TOTAL)	District Attorney	Marshal	Probation	Public Defender	Sheriff/Holding/Jail	Law Library	Cafeteria	Shared/Common	Total Court-Related Spaces
1 Barstow Courthouse	29,420	5	12,040	17,380		12,111	3,088	924		1,565	990			5,544	41,536
Barstow						2,226			2,226						2,226
2 Big Bear Lake	3,450	1	1,707	1,743		15,341	172	609		172	12,351			2,037	18,792
3 Chino Courthouse	20,632	3	8,454	12,178		14,091	3,133	1,558		1,426	0			7,974	34,726
Chino						1,000			1,000						1,000
4 Fontana Courthouse	26,010	5	15,143	10,867		10,822		2,093		840	4,866			3,023	36,837
Fontana City						9,429	9,429								9,429
5 Joshua Tree	9,138	3	6,438	2,700		22,966	1,228	841	900	825	16,187			2,985	32,107
6 Needles	3,952	1	2,245	1,707		13,378	525	282	206	133	10,586			1,646	17,331
7 Rancho Cucamonga	144,912	19	123,113	19,799	2,000	77,348	11,468	468	10,956	11,275	25,705	6,366	11,110		222,279
8 Redlands	5,720	2	5,720			7,079	2,394	854	0	1,522	0			2,309	12,801
9 San Bernardino Courthouse*	143,937	26	71,881	69,211	2,845	17,282		1,754			15,528				161,245
San Bernardino City						82,777	22,809		55,896	4,072					82,777
10 San Bernardino Juvenile	16,108	5	5,449	8,159	2,500	13,905	1,200	200	9,625	2,880	0				30,018
11 Twin Peaks	2,799	1	2,799			8,019	104	200	217	0	7,498				10,819
12 Victorville Courthouse	54,042	11	34,755	18,935	352	30,141	12,834	820		4,657	11,830				84,194
Victorville City						1,460			1,460						1,460
	460,120	82	289,744	162,679	7,697	339,375	68,384	10,603	82,486	29,367	105,541	6,366	11,110	25,518	799,495

Source: County database, building floor plans, County staff

\* Four courtrooms will be added on 5th floor T-wing by 3-99, which would total (26) in the courthouse.

## Recommended Space Standards

Space standards are planning guides used to estimate building size. One standard is applied to each unit of a certain type. For example, in a court system, it may be determined that each clerical staff person needs an

This standard includes shared areas, such as restrooms, conference rooms, and walkways. It does not include building common areas, such as elevators, lobbies, cafeterias, and other areas shared throughout the

Master Plan, the following space standards were used for the noted types of space:

- Court Staff 225 SF
- District Attorney Staff 250 SF
- Public Defender Staff 250 SF
- Marshal (Bailiff) Staff 125 SF
- Probation Staff 200 SF
- Sheriff Holding Staff 125 SF

In addition to standards for staff, space standards were used for the four types of court sets used in the long-term plan. Each court set consists of the courtroom and related surrounding spaces, such as jury deliberation room (if required) and judge's chambers. A description of the four court sets used in the San Bernardino County Plan appear on the following pages.

Large Trial Court

This courtroom is approximately a 7,000 SF court set designed for detained criminal trials. It has a sallyport, holding cells, and other security features typical of a trial courtroom. The courtroom is large enough for a sizeable public gallery. This court set includes several interview and/or waiting areas, as well as a large conference room, which is shared with one other large trial court. Table 3-3 below shows the elements that were included in this estimated size of a large trial court.

Table 3-3  
**COURT SPACE STANDARDS – LARGE TRIAL COURT**

<b>Space Designation</b>	<b>No. of Spaces</b>	<b>Space Standard</b>	<b>Net Sq. Ft.</b>	<b>Comments</b>
Courtroom	1	2,500	2,500	
Vestibule	1	100	100	
Interview Room	2	80	160	
Holding Cell	2	50	100	
Secure Sallyport	1	35	35	
Secure Interview Room	1	80	80	Adjacent to cell
<b>Sub-Total</b>			<b>2,975</b>	
Public Waiting	1	300	300	Pro-rata share
Victim/Witness Waiting	1	120	120	
Equipment Storage	1	50	50	
<b>Sub-Total</b>			<b>470</b>	
Judge's Chambers	1	350	350	Incl. Toilet @ 45 SF
Judge's Secretary	1	100	100	
Judge's Bailiff's Station	1	60	60	
Storage	1	50	50	
Court Reporter	1	100	100	
Clerk's Office	1	120	120	
Translator	1	100	100	
Staff Toilet	1	45	45	
Conference Room	1	220	220	Shared w/1 large court
<b>Sub-Total</b>			<b>1,145</b>	
Jury Deliberation Room	1	280	280	
Jury Deliberation Vestibule	1	45	45	
Jury Toilets	2	45	90	
Jury Beverage Station	1	30	30	
<b>Sub-Total</b>			<b>445</b>	
<b>Sub-Total Net Sq. Ft.</b>			<b>5,035</b>	
Grossing Factor @ 35%			1,762	
<b>Total Gross Sq. Ft. Large Trial Court</b>			<b>6,797</b>	

Standard Trial Court

The standard trial court is approximately 5,500 square feet. The courtroom itself is smaller than that of the large trial court, as are the waiting and other public areas. The conference room is shared between four standard courts. A jury box and the associated deliberation areas are the same size as for the large trial court. Table 3-4 shows the specific elements that were included in the estimated size of a standard trial court.

Table 3-4  
**COURT SPACE STANDARDS – STANDARD TRIAL COURT**

Space Designation	No. of Spaces	Space Standard	Net Sq. Ft.	Comments
Courtroom	1	1,800	1,900	
Vestibule	1	100	100	
Interview Room	2	80	160	
Holding Cell	2	50	100	
Secure Sallyport	1	35	35	
Secure Interview Room	1	80	80	
<b>Sub-Total</b>			<b>2,275</b>	
Public Waiting	1	200	200	Pro-rata share
Victim/Witness Waiting	1	120	120	
Equipment Storage	1	50	50	
<b>Sub-Total</b>			<b>370</b>	
Judge's Chambers	1	350	350	Incl. Toilet @ 45 SF
Judge's Secretary	1	100	100	
Judge's Bailiff's Station	1	60	60	
Storage	1	50	50	
Court Reporter	1	100	100	
Clerk's Office	1	120	120	
Translator	1	100	100	
Staff Toilet	1	45	45	
Conference Room	1	80 *	80 *	*Pro-rata share of 1-320 SF conference room/4 courts
<b>Sub-Total</b>			<b>1,005</b>	
Jury Deliberation Room	1	280	280	
Jury Deliberation Vestibule	1	45	45	
Jury Toilets	2	45	90	
Jury Beverage Station	1	30	30	
<b>Sub-Total</b>			<b>445</b>	
<b>Sub-Total Net Sq. Ft.</b>			<b>4,095</b>	
Grossing Factor @ 35%			1,433	
<b>Total Gross Sq. Ft. Standard Trial Court</b>			<b>5,528</b>	

Traffic Court

Traffic Court is typically a high-volume activity that requires a large waiting area. Because of the anticipated future levels of traffic filings in San Bernardino County, a designated traffic courtroom is recommended for each of the regional courthouses. This court set is approximately 6500 square feet, consisting of an ample courtroom (2,200 SF) with a smaller jury box for a 7-person jury. The jury deliberation room and related spaces are likewise slightly smaller than in the large trial court or standard trial court sets. Ample public waiting area is provided due to the high volume associated with traffic court. Table 3-5 on the next page below shows the specifics of the estimated size of a traffic court.

Table 3-5  
**COURT SPACE STANDARDS – TRAFFIC/ARRAIGNMENT TRIAL COURT**

Space Designation	No. of Spaces	Space Standard	Net Sq. Ft.	Comments
Courtroom	1	2,200	2,200	7-person jury
Vestibule	1	100	100	
Interview Room	2	80	160	
Holding Cell	2	50	100	
Secure Sallyport	1	35	35	
Secure Interview Room	1	80	80	
<b>Sub-Total</b>			<b>2,675</b>	
Public Waiting	1	400	400	
Victim/Witness Waiting	1	120	120	
Equipment Storage	1	100	100	
<b>Sub-Total</b>			<b>620</b>	
Judge's Chambers	1	350	350	Incl. Toilet @ 45 SF
Judge's Secretary	1	100	100	
Judge's Bailiff's Station	1	60	60	
Storage	1	50	50	
Court Reporter	1	100	100	
Clerk's Office	1	120	120	
Translator	1	100	100	
Staff Toilet	1	45	45	
Conference Room	1	80 *	80 *	*Pro-rata share of 1-320 SF conference room/4 courts
<b>Sub-Total</b>			<b>1,005</b>	
Jury Deliberation Room	1	220	220	
Jury Deliberation Vestibule	1	45	45	
Jury Toilets	1	45	45	
Jury Beverage Station	1	30	30	
<b>Sub-Total</b>			<b>340</b>	
<b>Sub-Total Net Sq. Ft.</b>			<b>4,640</b>	
Grossing Factor @ 35%			1,624	
<b>Total Gross Sq. Ft. Standard Trial Court</b>			<b>6,264</b>	



Hearing / Arraignment Room

San Bernardino County currently uses hearing rooms for juvenile traffic cases. Future plans for the county also include use of a similar room for arraignments, in a facility adjacent to the jail. This hearing / arraignment set is only approximately 3,000 square feet. The hearing room itself is estimated at 800 square feet with a secure sallyport, but with no holding cells. There is a small public waiting area, and interview and witness waiting areas. This, plus the judge's chambers and related areas, comprise the hearing/arraignment room. Table 3-6 on the next page shows the specifics of the estimated size of a hearing/arraignment room.

Table 3-6  
**COURT SPACE STANDARDS – HEARING/ARRAIGNMENT COURT**

<b>Space Designation</b>	<b>No. of Spaces</b>	<b>Space Standard</b>	<b>Net Sq. Ft.</b>	<b>Comments</b>
Hearing Room	1	800	800	
Vestibule	1	80	80	
Interview Room	1	80	80	
Secure Room	1	50	50	
Secure Sallyport	1	35	35	
<b>Sub-Total</b>			<b>1,045</b>	
Public Waiting	1	100	100	
Witness Waiting	1	120	120	
Equipment Storage	1	50	50	Pro-rata share
<b>Sub-Total</b>			<b>270</b>	
Judge's Chambers	1	300	300	Incl. Toilet @ 45 SF
Judge's Secretary	1	100	100	
Judge's Bailiff's Station	1	60	60	
Storage	1	50	50	
Court Reporter	1	100	100	
Clerk's Office	1	120	120	
Translator	1	100	100	
Staff Toilet	1	45	45	
Conference Room	1	80 *	80 *	*Pro-rata share
<b>Sub-Total</b>			<b>955</b>	
<b>Sub-Total Net Sq. Ft.</b>			<b>2,270</b>	
Grossing Factor @ 35%			795	
<b>Total Gross Sq. Ft. Hearing/Arraignment Room</b>			<b>3,065</b>	

### Summary of Current Countywide Space Needs

Preliminary calculations were done to determine if the space currently available is sufficient to meet the needs of the staff already serving court-related functions. The result was table 3-7 below, which estimates space requirements on a Countywide basis. According to the following estimates, the County is currently operating with a net space shortfall of approximately 430,730 SF.

Table 3-7  
**COUNTY SPACE SHORTFALL CALCULATIONS, 1998**

	<b>Current Court-Related Personnel</b>	<b>Space Standard (per person or court*)</b>	<b>Existing Space (SF)</b>	<b>Est. Space Needs (SF)</b>	<b>Current Shortfall (Surplus) (SF)</b>
<b>Court Sets</b>	72	6,000	289,744	432,000	142,256
Court Staff (incl. Admin.)	740	225	162,679	166,500	3,821
District Attorney	328	250	68,384	82,000	13,616
Public Defender	154	250	29,367	38,500	9,133
Marshal	158	125	10,603	19,750	9,147
Probation	284	200	82,486	56,800	(25,686)
Sub-total			643,263	795,550	152,287
Grossing @ 35%				278,443	278,443
<b>TOTAL</b>			<b>643,263</b>	<b>1,073,993</b>	<b>430,730</b>

\*Court set standards were based on weighted average of the recommended court sizes.

In San Bernardino County, however, geographical distance plays a prominent role in future planning. It is likely that what appears to be a surplus in Probation, for example, is actually a large surplus in one location and several shortfalls in other location. In other words, the space may be available but may not be in the desired area of need for efficiency of operation. The following section utilizes the space standards to estimate shortfalls on a location by location basis, using Options A and B to project these needs into the future.

### Definition of Space Requirements by Department and Location

Generalized space requirements can provide approximate future costs, but do little to tell the County where new construction should take place. Furthermore, with the new efforts to concentrate criminal and other court activity into three regions, the future space needs of each court location will not follow historical trends. In order to better understand the future space needs under the two possible future court configurations, two models were created which summarize the number and types of court sets which will be required to manage the anticipated caseload. Options A and B for 2010 and 2020 are illustrated in Tables 3-8 through 3-11 on the following pages. These tables show a revision of Table 2-6 "Allocation of Courtrooms by Region" according to Options A and B.

**Please Note:** In the discussion of remote courts, the designation "Civil" will mean a non-criminal trial court that will also include Family Law, Traffic, Probate, Mental Health and Small Claims functions. These courts will be multi-purpose and serve all but in-custody criminal litigants.

In some places in the option tables from here to the end of this report, a zero is entered in the number of courts for certain locations. This does not mean there will cease to be court service within these communities. It simply indicates a significant decrease in COURTROOM-RELATED activity, which may result in a technology center or "Smart Court" rather than a traditional courtroom setting.

# SAN BERNARDINO COUNTY COURTS MASTER PLAN

## Chapter 3—Strategic Plan for San Bernardino County

Table 3-8

### OPTION A – TOTAL ESTIMATED JUDICIAL OFFICER NEEDS - 2010



<div></div> <div>Total Estimated Judicial Officer Needs</div> <div></div>	CENTRAL					WEST VALLEY				HIGH DESERT				REMOTE					TOTALS
	Fontana	Redlands	San Bernardino	New Central	Sub-Total Central	Chino	Rancho	New West Valley	Sub-Total West Valley	Barstow	Victorville	New High Desert	Sub-Total High Desert	Needles	Twin Peaks	Big Bear	Joshua Tree	Sub-Total Remote	
Existing Courts 1998	5	2	21	0	28	3	19	0	22	5	11	0	16	1	1	1	3	6	72
By Court / Case Type																			
Criminal	0	0	0	19	19	0	7	6	13	0	0	8	8	0	0	1	2	3	43
Civil	0	1	3	2	6	1	5	0	6	0	0	2	2	1	0	0	0	1	15
Juvenile Delinquency	0	0	0	3	3	0	1	1	2	1	0	1	2	0	0	0	0	0	7
Juvenile Dependency	0	0	3	0	3	0	1	0	1	0	0	1	1	0	0	0	0	0	5
Family Law	2	0	4	0	6	0	2	0	2	2	0	3	5	0	0	0	1	1	14
Small Claims	1	1	0	0	2	1	0	0	1	1	0	0	1	0	1	0	0	1	5
Mental Health	0	0	0	0	0	0	1	0	1	0	0	0	0	0	0	0	0	0	1
Probate	0	0	0	0	0	0	1	0	1	0	0	0	0	0	0	0	0	0	1
Traffic	2	0	0	1	3	1	1	0	2	1	0	2	3	0	0	0	0	0	8
COURTS BY 2010	5	2	10	25	42	3	19	7	29	5	0	17	22	1	1	1	3	6	99

Table 3-9

### OPTION A – TOTAL ESTIMATED JUDICIAL OFFICER NEEDS - 2020

<b>Option A</b> Total Estimated Judicial Officer Needs <b>2020</b>	CENTRAL	WEST VALLEY	HIGH DESERT	REMOTE	TOTALS
	Sub-Total Central	Sub-Total West Valley	Sub-total High Desert	Sub-Total Remote	
Existing Courts 2010	42	29	22	6	99
<b>By Court / Case Type</b>					
Criminal	25	19	13	3	60
Civil	9	5	4	1	19
Juvenile Delinquency	3	3	2	0	8
Juvenile Dependency	3	1	1	0	5
Family Law	8	4	4	1	17
Small Claims	2	2	1	0	5
Mental Health	0	1	0	0	1
Probate	0	1	0	0	1
Traffic	3	2	3	1	9
COURTS BY 2020	53	38	28	6	125

# SAN BERNARDINO COUNTY COURTS MASTER PLAN

## Chapter 3—Strategic Plan for San Bernardino County

Table 3-10

### OPTION B – TOTAL ESTIMATED JUDICIAL OFFICER NEEDS - 2010

Option B  Total Estimated Judicial Officer Needs  2010	CENTRAL					WEST VALLEY				HIGH DESERT				REMOTE					TOTALS
	Fontana	Redlands	San Bernardino	New Central	Sub-Total Central	Chino	Rancho	New West Valley	Sub-Total West Valley	Barstow	Victorville	New High Desert	Sub-Total High Desert	Needles	Twin Peaks	Big Bear	Joshua Tree	Sub-Total Remote	
Existing Courts 1998	5	2	21	0	28	3	19	0	22	5	11	0	16	1	1	1	3	6	72
By Court / Case Type																			
Criminal	0	0	0	17	17	0	14	0	14	0	0	10	10	1	0	0	1	2	43
Civil	0	2	0	5	7	0	0	4	4	1	0	2	3	0	0	1	0	1	15
Juvenile Delinquency	0	0	0	3	3	0	2	0	2	0	0	2	2	0	0	0	0	0	7
Juvenile Dependency	0	0	0	3	3	0	0	1	1	0	0	1	1	0	0	0	0	0	5
Family Law	0	0	0	6	6	1	0	3	4	2	0	1	3	0	0	0	1	1	14
Small Claims	1	0	0	1	2	1	0	0	1	1	0	0	1	0	1	0	0	1	5
Mental Health	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1
Probate	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1
Traffic	2	0	0	1	3	1	2	0	3	1	0	0	1	0	0	0	1	1	8
COURTS BY 2010	5	2	0	36	43	3	18	8	29	5	0	16	21	1	1	1	3	6	99

Table 3-11

### OPTION B – TOTAL ESTIMATED JUDICIAL OFFICER NEEDS - 2020

<b>Option B</b> Total Estimated Judicial Officer Needs <b>2020</b>	CENTRAL	WEST VALLEY	HIGH DESERT	REMOTE	TOTALS
	Sub-Total Central	Sub-Total West Valley	Sub-total High Desert	Sub-Total Remote	
Existing Courts 2010	43	29	21	6	99
<b>By Court / Case Type</b>					
Criminal	25	20	13	2	60
Civil	9	7	2	1	19
Juvenile Delinquency	3	3	2	0	8
Juvenile Dependency	3	1	1	0	5
Family Law	6	4	5	2	17
Small Claims	3	2	1	0	6
Mental Health	1	0	0	0	1
Probate	1	0	0	0	1
Traffic	3	2	2	1	8
COURTS BY 2020	54	39	26	6	125

**Specifics of Plan by Location**

Estimates of future population and filings show anticipated growth in each court region. This section of the report discusses a potential role for each existing court building in the future plan for San Bernardino Courts. The summary narrative describes the current location of the building; the anticipated caseload (if applicable) of the component; the Capital Improvement Program (CIP) planned over the next five years to maintain the facility; and the future role of the facility in the long range plan. In addition, a summary of the various Law and Justice personnel is given.

The terms “Regional Justice Center” and “Community Court” are used throughout this plan to describe the mission the future court locations within San Bernardino County. As used in this study, “Regional Justice Center” will refer to a large, full-service court facility in which the majority of the region’s court activity can be focused. In San Bernardino, there will be three Regional Justice Centers—one in San Bernardino (the County Seat), one in the West Valley, and one in the High Desert. These facilities will have ample secure holding and additional office space for court-related agencies. “Community Courts,” on the other hand, will be small (typically one to three courtrooms) courts that can provide the majority of a community’s immediate court needs, but which do not have the security level required for high profile criminal cases. These courts will offer a site within the community for citizens to file documents, review records, and have small claims, family law, or other civil cases heard. They will not be equipped as full-service courts, but will offer some zoning, traffic, or other specialized functions, depending on the needs of the community. This plan recommends that in-custody criminal proceedings and trials will always be held at one of the three proposed Regional Justice Centers.

Anticipated costs of Option A and Option B are included in tables that show new and existing square footages under each option.

The following facilities are detailed in this chapter of the report:

**Central Valley**

- Centrally Located Offices: San Bernardino
  - Courts Administration
  - Juvenile Courts
  - Juvenile Traffic
- Central Courthouse
- Redlands Courthouse
- Fontana Courthouse

**West Valley**

- Rancho Cucamonga Courthouse
- Chino Courthouse

**High Desert**

- Victorville Courthouse
- Barstow Courthouse

**Remote Courts**

- Twin Peaks Courthouse
- Big Bear Courthouse
- Joshua Tree Courthouse
- Needles Courthouse

The “best use” concept is intended to provide a strategic direction for the County and not specific improvement plans for each existing court facility, although a detailed plan for each individual court should follow in situations where the Master Plan suggests significant expansion to existing facilities. The aim is to establish a comprehensive plan for capital improvements and to define a phased approach to achieving the plan.

Each of the facilities identified above will be discussed in four topical areas including the following:

1. Current Facility Features, Location, and Operational Characteristics
2. County Prepared Estimates of Capital Improvements of Existing Facilities
3. Anticipated Growth in the Component
4. Recommended Future Use of the Facility

As with any comprehensive document, there is a need for periodic updates based upon changing conditions that cannot always be predicted at the time a plan is prepared. Even though more than 100 interviews were conducted during this study, external factors will influence the priorities that influence the recommendations. For this reason, the broad picture is urged and not so much the specific needs of an individual court facility. Ultimately, the County will need to address the reasons behind the proliferation of small courts that reflect a history that is no longer efficient with modern technology. However, since the Judge, whether Justice of the Peace, Municipal, or Superior Court, is the symbol of justice in small communities, achieving efficiency at the sacrifice of social order and public confidence must be carefully reasoned.

In this chapter, a discussion of the existing capital infrastructure of the San Bernardino Courts System is presented from which future needs can be considered in light of available resources. These tables include staffing projections for court-related agencies, which were based on the number and type of courts in each recommended future court location. The space standards were applied to the total number of courts and staff to calculate a total square footage needed for each court to serve its designated purpose (community service court, criminal court, and full-service regional court center).

Each chart shows an estimated capital cost associated with each of these two options. These costs were based on the following broad assumptions:

- Capital recommendations are limited to a 10-year period (through 2010) because many changes can occur in 20 years. This phasing of Options A and B gives the County flexibility in the long-range future, while making concrete recommendations for the shorter-term future.
- Four court set sizes will be used for future construction. These are the Large Trial Court, the Standard Trial Court, the Hearing/Arraignment Room, and the Traffic Court. (See Tables 3-3, 3-4, 3-5, and 3-6.)
- The D.A., P.D., Probation, Marshal (Bailiff), and Court Services will require additional space in addition to the square footage required by each court set. This space was determined according to the current ratio of staff to judicial officers, and CGA recommended space standards (see page 3-3).
- Construction costs for new court sets will be approximately \$200/SF in 1998, inflated at 2.5% per year for future construction.
- Construction costs for new office space will be approximately \$140/SF in 1998, inflated at 2.5% per year for future construction.
- Shell costs will be \$100 / SF in 1998, inflated at 2.5% per year for future construction.
- Renovation of the existing central court space will cost \$105/SF in 1998, inflated at 2.5% per year for future renovation (higher cost due to extensive structural changes).
- Renovation of all other office space will cost \$90/SF in 1998, inflated at 2.5% per year for future renovation.
- In some cases it is more cost-effective to complete new courts which may not be needed for one or two years, since the per-court cost of adding those courts later will be much higher.
- Ratio of staff to judicial positions

### **Overview of Technological Recommendations to Streamline Plan**

Both Options A and B recommend that the expansion of the services of certain courts with Smart Courts or with technology centers become an integral component of the capital plan. In most locations interactive kiosks should be installed to supplement a travelling court visit those areas on certain scheduled days. Kiosks or traveling courts will permit the majority of court functions currently used in those communities—paying traffic fines, requesting documents or records, and filing complaints—to continue to be available within the community.

Implementation of kiosk technology requires an updated courts information system. As already discussed in Chapter 1, Factors Influencing Judicial Services, the Courts and the County need to focus resources on updating the requisite infrastructure and software so that an integrated kiosk network will be possible. This system must be linked to the courts system, in order to process filings submitted at kiosks directly into the court system. Likewise, this kiosk must be linked to the traffic fines processing center, in order to track payments received at the kiosk (by credit card).

The capital plan shown in Options A and B assumes a parallel development of County technology to permit the shift from traditional court to Smart Court, without abandoning the current level of service within those communities. This plan recommends leaving open all existing courthouses, but strongly urges the conduct of all in-custody criminal proceedings in one of the three proposed Regional Justice Centers. Although this will change the staffing levels for the District Attorney, Public Defender, and Probation Department in some communities, these staff will remain available for out-of-custody proceedings through site visits and through the proposed telecommunication improvements. Much greater staff efficiency is possible through consolidation of full-service courts in the three Regional Justice Centers without a real loss of service to the communities if the capital plan is accomplished in conjunction with a comprehensive technology improvement program.

In the following sections of this chapter, each existing and proposed court is addressed. In each instance, the capital program for a court location should be considered in light of a much expanded technological capability.

## **CENTRALLY LOCATED OFFICES—SAN BERNARDINO**

### **Courts Administration**

The Court Executive Officer is the department head responsible for the non-judicial staff and support activities of the County-wide courts. In addition to the Executive Office, this office provides County-wide support for such activities as Jury Administration, Space and Facilities Management, Records Management, Information and Technological Services, Personnel and Payroll Services, Indigent Defense, Contract Services, Fiscal and Budget Services, Accounts Payable and Receivable, Procurement Services, and other courts administrative services.

### **Current Facility Features, Location, Operational Description**

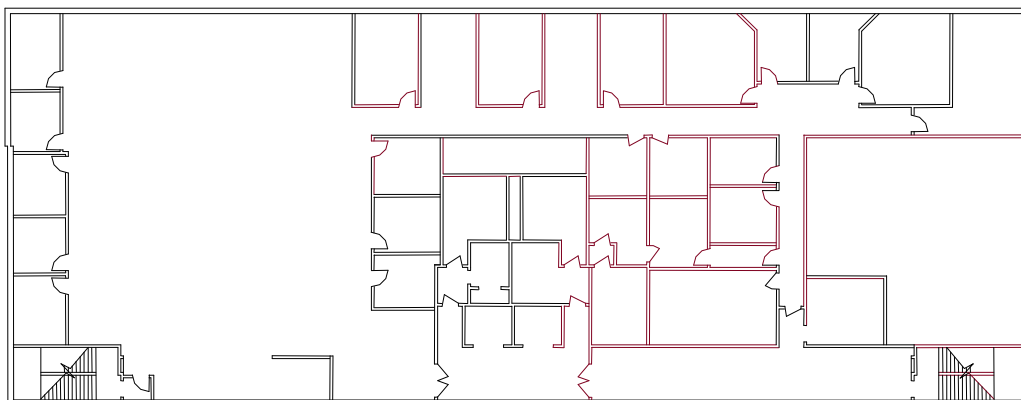
The Office of the Court Executive Officer and Administration is located at 172 West Third Street, San Bernardino. This office occupies the entire second floor of a County government building, across the street from the Central Court and County Administration buildings. Other tenants that share the building with the Court Executive Officer include the Office of the Treasurer/Tax Collector and the Assessor's Office. This office contains the Courts' main meeting room and the only courts training room. The Court's LAN servers and other supporting network are also located within this space.

The major interaction of this office is with the Presiding Judge, Supervising Judges, court managers and supervisors. The general public has little interaction with Court Administration. Much of the interaction is through data transfer and telephonic communication. However, since the Court Executive Officer, along with the Presiding Judge, is responsible for caseload management, face-to-face interaction is important for the senior staff.

At the present time Court Administration is physically separate from the Central Courthouse. The current spaces are adequate for today's needs, even though they are not convenient to the judges. Since this office is also responsible for case management monitoring in the 11 courts outside of the City of San Bernardino, the staff have developed effective methods of electronic communications.

Figure 4-1 illustrates the existing configuration of the 12,810 square feet.

Figure 4-1  
**SAN BERNARDINO COUNTY CONSOLIDATED COURTS  
ADMINISTRATIVE HEADQUARTERS**



**OLD HALL OF RECORDS - 2ND FLOOR REMODEL**



**CIP to Maintain Facility**

There are no capital requirements that have been identified by the County for this recently renovated space.

**Anticipated Growth of the Component**

This office handles all courts administrative functions, with 55 staff persons in an office of 12,810 square feet. This translates to approximately 230 square feet per staff that is a generally accepted standard for this type of office function. The use of open partitions for workstations has been very effective in managing the staff expansion without the need to remove fixed walls.

While public access to the Court Administration offices is limited by need, a receptionist area (located near the two-elevator bank) provides limited security for the open workstations and the private offices. A secure, separate staff entrance is available.

With the current office configuration and square footage for the existing functions, future staff growth will require a move to additional space. Virtually all of the staff assigned to Court Administration interacts daily and therefore, moving a portion of the staff would introduce a level of inefficiency that does not currently exist. The size of Court Administration is directly proportional to the amount of system-wide court activity. As this activity increases over the next 10 to 20 years, the administrative and core functions will need to add staff to handle the increased payments, payroll, records, and computer support. This will mean additional space will be required for administrative functions and personnel.

Ideally, this Office should be co-located with the Presiding Judge's functional area. Increased electronic communication techniques minimizes the absolute requirement for a direct functional relationship, but the policy-making, case management, and supervision requirements of these two components suggests that with a close physical relationship, the potential for greater efficiency increases.

**Recommended Future Use of Facility**

Within the 10-year planning horizon, the Office of the Court Executive Officer will increase significantly and require expansion or relocation. If a new Central Court is constructed, this Office should logically be located within the Central Court, or in close proximity. The site that currently includes the Office of the Court Executive has significant potential for expansion of County offices, a parking structure, or even commercial development. With the removal of this 50,000 plus square foot structure, any number of potential site development opportunities arise. The existing building can continue to be occupied for Court or County related functions, but the building is not of a quality or design that makes it valuable to retain over the long term.

As shown in the following paragraphs, under either option for the Central Court, the court executive office should be included in the new or renovated court structure. The 20-year space need for the Court Administration component will be approximately 30,000 square feet. It is recommended that the ten-year plan build to this need as part of the development of a new Central Court.

**OPTION A**

- This option includes renovation of the existing court building to create court-related office space. The Court Executive Officer and Court Administrative Offices could be housed in a portion of the renovated existing Central Courthouse. This option also requires the construction of a new criminal courts building adjacent to the existing Central Courthouse. Therefore, depending upon the location of the Presiding Judge's set, the Office of the Court Executive and Administration could be included in the new adjoining courts structure.

**OPTION**

- used or leased governmental offices by the County or City. The Court Administrative Office under Option B would be included in the new Central proximity to the existing Central Courthouse.

## **SAN BERNARDINO CENTRAL COURTHOUSE**

### **Current Facility Features, Location, Operational Description**

The Central Courthouse is a large, striking, historical building with some sentimental value to a number of the (with hat-racks under the chairs), this courthouse is a reminder to many citizens of the history of this largest county in the continental United States. Any strong desire to preserve the facility is largely related to the fact significance, but the classical façade does project the image of justice in a bygone era.

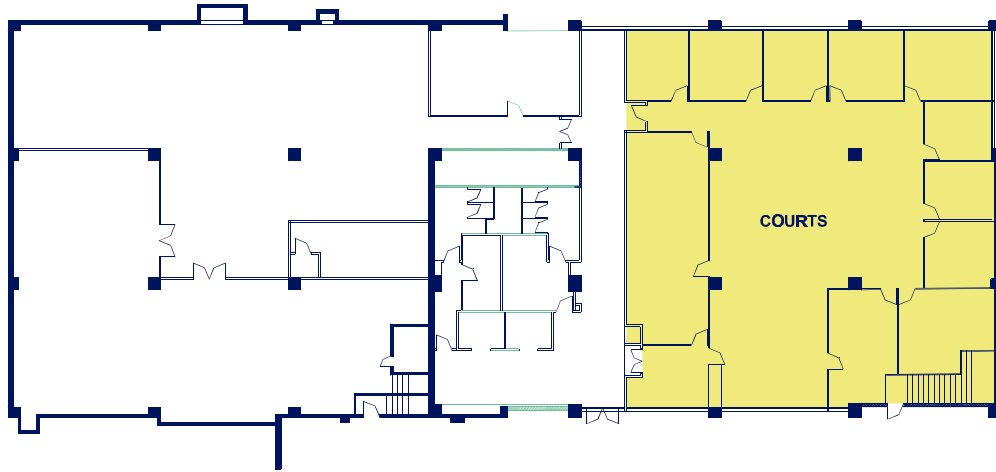
A seismic study commissioned by the County to evaluate the Courthouse's structural integrity recently revealed that the building is structurally unsound, and that extensive renovations would be required to make it safe. To continue to use the Courthouse courtrooms, an elaborate series of external buttresses would be necessary to maintain the long spans required for column-free spaces. If the building is made structurally sound for office use and no long spans, the buttresses apparently will not be required and all improvements can be internal. The cost of the long-span option is estimated at \$20 million or more. Under these circumstances, the County faces difficult decisions as to the future of this facility.

As needs for additional courtrooms and related support spaces increased over the past four decades, the Courthouse was expanded through an adjacent building, referred to as the "T-wing," or Annex. The Annex has eight courtrooms, and plans are in progress to renovate and add four additional courtrooms. Even with that expansion, the combined number of courtrooms in the old Courthouse and Annex cannot meet the current demand. The Central Court is the closest to crisis of any court in the County.

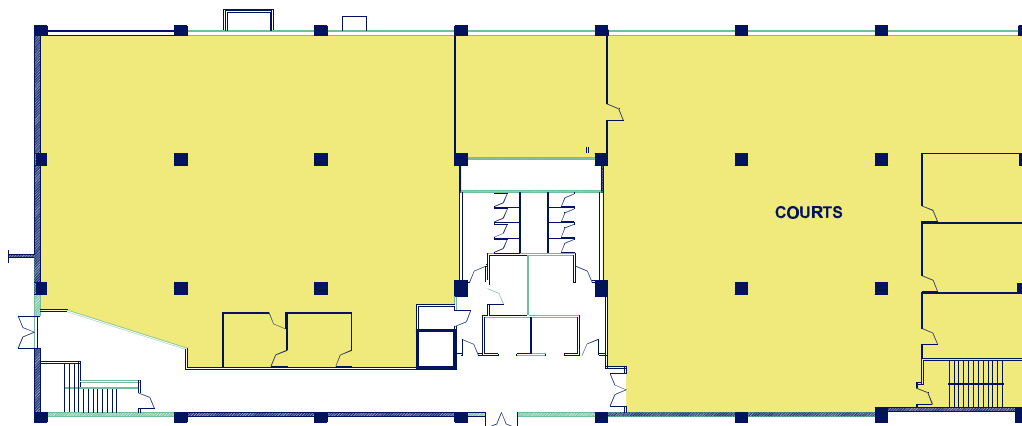
The existing Central Courthouse, including the Annex, has 161,245 square feet. In addition, separate buildings house the District Attorney, Public Defender, and Probation functions. A total of 82,777 square feet is allocated to these court-related components, bringing the total Central Court area to 244,022, or 9,385 square feet per courtroom. Contemporary planning guidelines for jury trial courts, to include all the supporting staff and related spaces, recommend 10 to 15,000 gross square feet per courtroom. Under this standard, even with the inclusion of the separate District Attorney and Public Defender spaces, the Central Courthouse is below the suggested guideline.

In Figures 4-2 through 4-6, the current configuration is shown of the Central Courthouse and the Annex.

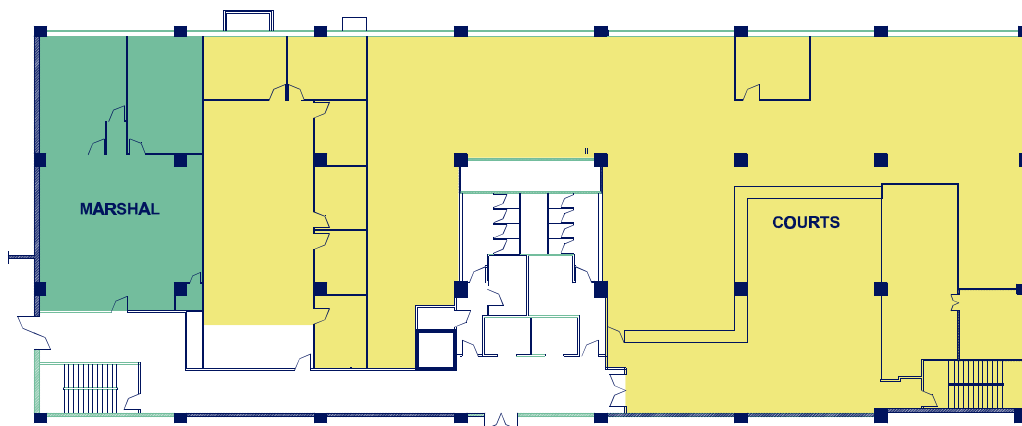
Figure 4-2  
**SAN BERNARDINO COUNTY CENTRAL COURTHOUSE ADDITION**  
**FIRST LEVEL – THIRD LEVEL FLOOR PLAN**



FIRST LEVEL FLOOR PLAN

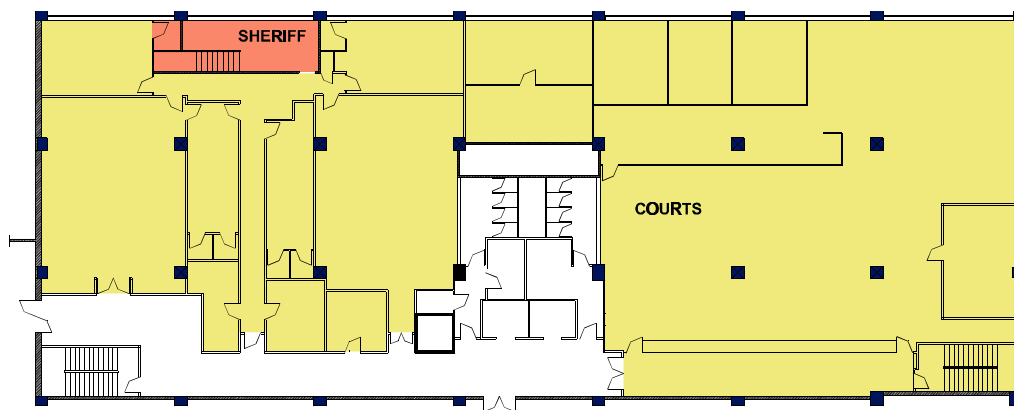


SECOND LEVEL FLOOR PLAN

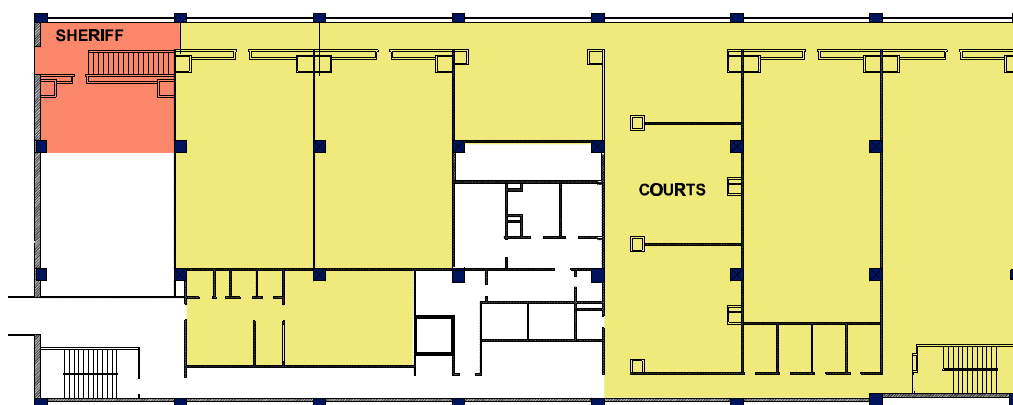


THIRD LEVEL FLOOR PLAN

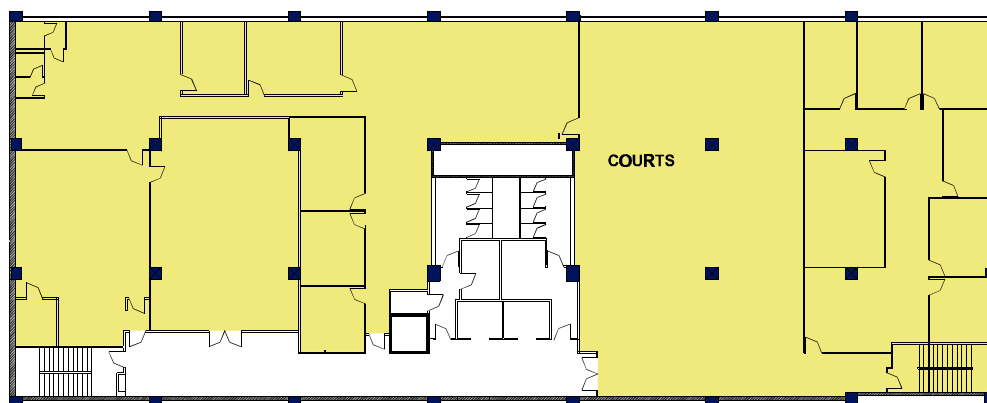
Figure 4-3  
**SAN BERNARDINO COUNTY CENTRAL COURTHOUSE ADDITION**  
**FOURTH LEVEL – SIXTH LEVEL FLOOR PLAN**



FOURTH LEVEL FLOOR PLAN

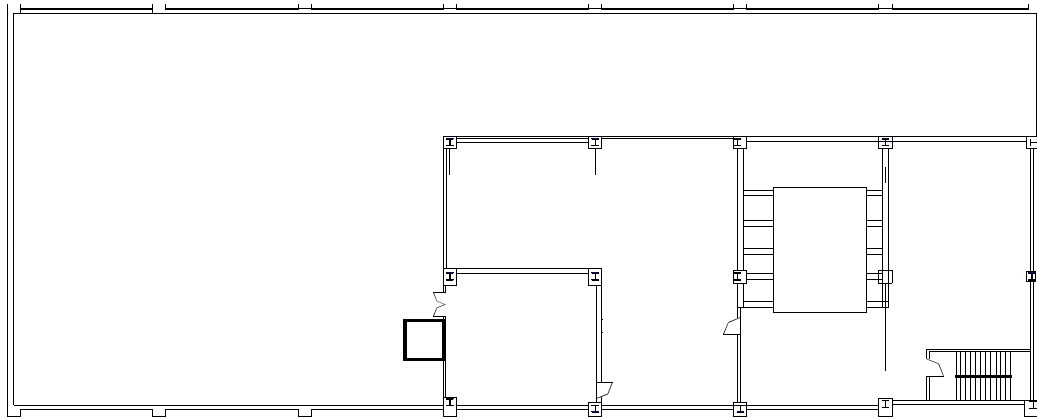


FIFTH LEVEL FLOOR PLAN



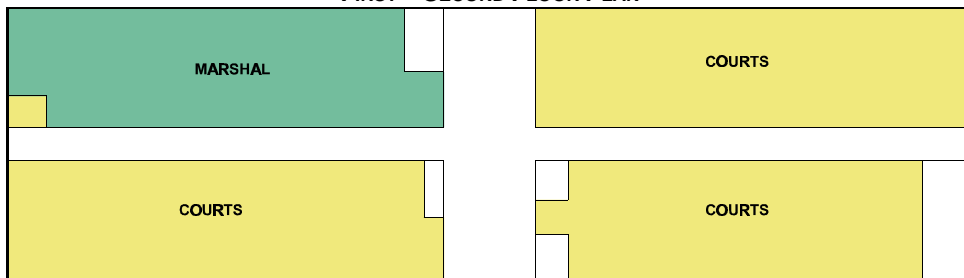
SIXTH LEVEL FLOOR PLAN

Figure 4-4  
**SAN BERNARDINO COUNTY CENTRAL COURTHOUSE ADDITION**  
**SEVENTH LEVEL FLOOR PLAN**

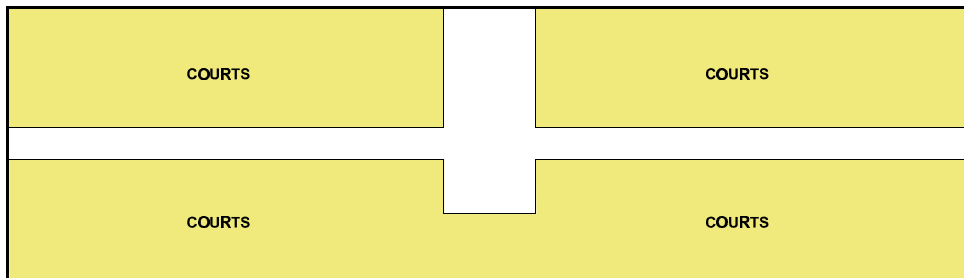


**SEVENTH LEVEL FLOOR PLAN**

Figure 4-5  
**SAN BERNARDINO COUNTY CENTRAL COURTHOUSE (DIAGRAM)**  
**FIRST – SECOND FLOOR PLAN**

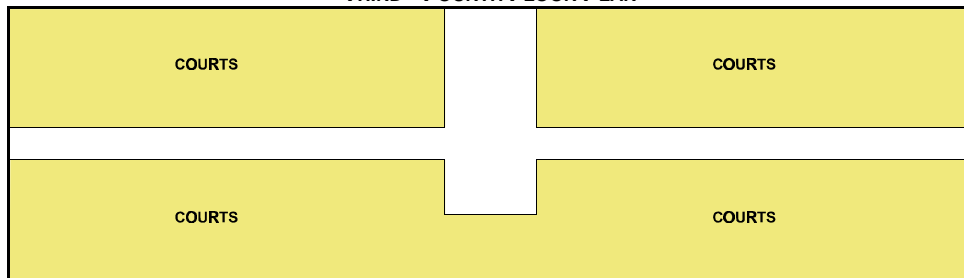


First Floor Plan

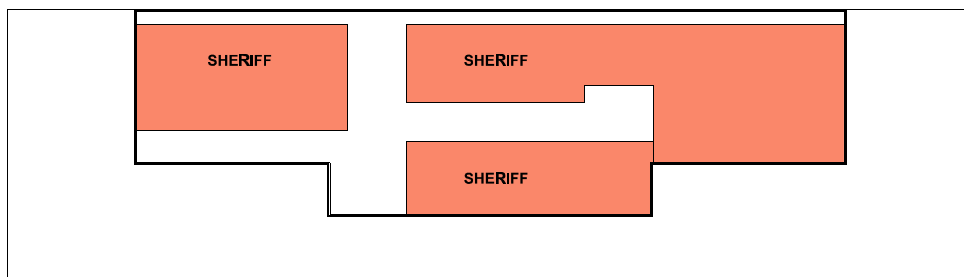


Second Floor Plan

Figure 4-6  
**SAN BERNARDINO COUNTY CENTRAL COURTHOUSE (DIAGRAM)**  
**THIRD - FOURTH FLOOR PLAN**



Third Floor Plan



Fourth Floor Plan

### **CIP to Maintain Facility**

The County has identified a capital need of \$1,860,000 for badly needed basic improvements such as metal detectors, re-carpeting, shelving, bench seating, window treatment, and office modifications, among other items. Of the \$1.9 million, \$1.4 was estimated for expansion of the four new courtrooms in the Annex.

Regardless of the County's decision concerning the Master Plan recommendations contained in this document, the expenditure of the proposed CIP estimate will be necessary.

### **Anticipated Growth of the Component**

A total of 21 judicial officers are housed in the Central Courthouse who are supported by 290 staff, that serve a variety of functions, including some centralized clerical activities. Separate from the 290 staff are ancillary agencies located outside of the Central Courthouse in adjacent buildings. These agencies include the District Attorney, the Public Defender, Probation, and the Marshal. The Sheriff's Department manages the holding area on the top floor of the Central Courthouse.

Most of the staff noted in Table 4-1 have direct involvement in the daily activities of the Central Court and, therefore, close proximity is necessary. In the case of the Court Administration, District Attorney, and Public Defender, many of these staff also interact daily with the other 11 court locations in the County.

Table 4-1  
**SAN BERNARDINO COUNTY CENTRAL COURT PERSONNEL – 1998**

<b><i>Court Personnel</i></b>	
Judicial Officers	21
Court Staff	290
<i>Total Court Personnel</i>	<i>311</i>
<b><i>Outside Agency Personnel</i></b>	
District Attorney	168
Public Defender	40
Marshal	44
Probation	82
Sheriff's Holding	6
<i>Total Outside Personnel</i>	<i>340</i>
<b>Total Central Court Personnel</b>	<b>651</b>

The total staff in the Central Court Complex, not including Courts Administration, is 651. Of this number, at least 350 are physically located in the Courthouse. When the working staff are combined with the daily traffic of more than 2,000 visitors, the level of crowding creates very unsafe conditions for staff and visitors. The anticipated increase in daily court activity combined with structural and security problems contributes to the need to make a decision soon regarding the future best use of the Central Courthouse.

As in most of the County, the total number of filings has decreased over the past eight years. Criminal filings have decreased from 56% of total non-traffic filings to only 46%. At the same time, Civil Petitions have almost doubled in number. It is clear that the blend of cases in this court district is undergoing the same type of change as the rest of San Bernardino County. Many types of filings have decreased on a per capita count. This will affect the future of the County seat. Even as the population grows, the district's filings may continue to decrease. Table 4-2 illustrates the historical and projected growth by case type for the Central Court.

Table 4-2  
**SAN BERNARDINO COUNTY CENTRAL COURT FILINGS PROJECTIONS BY COURT TYPE**

<b>Central Population</b>	<b>1991-92</b>	<b>1992-93</b>	<b>1993-94</b>	<b>1994-95</b>	<b>1995-96</b>	<b>1996-97</b>	<b>2010</b>	<b>2020</b>
	<b>288,301</b>	<b>297,283</b>	<b>306,264</b>	<b>315,246</b>	<b>324,227</b>	<b>333,209</b>	<b>468,542</b>	<b>578,210</b>
<b>COURT TYPE</b>								
Criminal	40,786	34,039	29,449	30,628	31,517	32,185	45,344	55,534
Civil	10,220	10,304	10,378	9,482	10,623	11,982	15,836	19,395
Juvenile Delinquency	0	0	0	0	0	0	0	0
Family Law	4,692	4,936	4,638	4,120	3,999	3,598	5,654	6,924
Civil Petitions	7,518	11,747	12,133	10,778	15,313	13,969	19,088	23,378
Juvenile Dependency	0	0	0	0	0	0	0	0
Small Claims	7,129	6,452	4,766	5,290	5,639	5,736	7,842	9,604
Mental Health	111	96	80	110	88	18	110	134
Appeals	552	298	627	324	203	191	501	613
Probate	1,095	1,345	1,139	1,054	1,007	1,036	1,555	1,905
Traffic	63,127	57,182	51,574	49,775	45,878	46,227	71,045	87,011
<b>Total Filings</b>	<b>135,230</b>	<b>126,399</b>	<b>114,784</b>	<b>111,561</b>	<b>114,267</b>	<b>114,942</b>	<b>166,975</b>	<b>204,498</b>

### **Recommended Future Use of Court Facility**

The level of crowding in the Central Courthouse has reached a point that staff are constantly mixing with litigants in the corridors and the movement of inmates cannot always be separated from the public and even potential witnesses and jurors. A separate study regarding the structural integrity of the Central Courthouse has warned that the building is at serious risk to sustain considerable damage in the event of a major earthquake. To correct this dangerous condition, additional study will be necessary to determine and the cost required to alter the internal structural system and the potential change to the exterior appearance if the structural changes are external. The existing Courthouse can be made useable, but at this point without further study, the cost and aesthetic implications are unknown.

Even if the structural problem did not exist, the Central Courthouse is no longer an appropriate building for criminal trials. There is no central location for security screening and the ability to separate staff, witnesses, jurors, prisoners, and the public is virtually non-existent. In simple terms, the Central Court must change to survive.

If the building is to remain for historical purposes, two basically similar options are available. Option A continues the operation of the existing Courthouse in court-related uses through the relocation of the District Attorney, Public Defender, Probation, and potentially Court Administration into a renovated Courthouse. Based upon the prior seismic study, this may be able to be achieved without the intrusive external renovations and assumes that any additional structural columns can be internal additions. In the historic Courthouse, existing courtrooms would be sub-divided into clerical support, offices, conference rooms, and other office related uses. The only courtrooms to remain would be in the Annex. The existing Annex would be used for 10 civil or family law courtrooms.

A new 25-courtroom complex, primarily dedicated to in-custody criminal proceedings, would be constructed on an adjacent site, physically linked to the Annex and existing Courthouse through a "judicial plaza", if possible. If enough site area is not available for a future adjacent addition to this new courthouse, then the space for an additional 18 courtrooms should be "shelled-in" during the initial construction. Option A would most probably require the demolition of the Public Defender's and District Attorney's buildings, and the potential closure of 3<sup>rd</sup> Street. Table 4-3 on the following page is a detailed analysis of Option A and the capital/ cost implications of this option.



Table 4-3  
**SAN BERNARDINO COUNTY CENTRAL COURT BUILDING PLAN – OPTION A – 2010**

Option A Building Plan 2010	# of Courtrooms	Space Standard	Total Court Sq. Ft.	Staff						Total Support Sq. Ft.	GRAND TOTAL SQ. FT.	
				Court Services	District Attorney	Public Defender	Marshall	Probation	Total Staff			
San Bernardino - New Courthouse												
Criminal	19	5,500	104,500	209	152	76	38	114	589	51,775	156,275	
Civil	2	7,000	14,000	22	0	0	4	0	26	5,450	19,450	
Juvenile Delinquency	3	5,500	16,500	33	24	12	6	18	93	20,775	37,275	
Juvenile Dependency	0	3,500	-	0	0	0	0	0	0	-	-	
Family Law	0	5,500	-	0	0	0	0	0	0	-	-	
Small Claims	0	3,500	-	0	0	0	0	0	0	-	-	
Mental Health	0	3,500	-	0	0	0	0	0	0	-	-	
Probate	0	3,500	-	0	0	0	0	0	0	-	-	
Traffic	1	6,500	6,500	11	8	4	2	6	31	6,925	13,425	
TOTALS	25	n/a	141,500	275	184	92	50	138	739	84,925	226,425	
Shelled Space	18	5,333	96,000	198	64	32	36	48	378	97,650	193,650	
Grossing @25%				59,375						45,644		105,019
NEW TOTAL SQ. FT.				43	296,875				228,219		525,094	
San Bernardino - T-Wing & Existing Courthouse												
Criminal	0	5,500	-	0	0	0	0	0	0	-	-	
Civil	3	5,500	16,500	0	0	0	0	0	0	-	-	
Juvenile Delinquency	0	5,500	-	0	0	0	0	0	0	-	-	
Juvenile Dependency	3	3,500	10,500	0	0	0	0	0	0	-	-	
Family Law	4	5,500	22,000	0	0	0	0	0	0	-	-	
Small Claims	0	3,500	-	0	0	0	0	0	0	-	-	
Mental Health	0	3,500	-	0	0	0	0	0	0	-	-	
Probate	0	3,500	-	0	0	0	0	0	0	-	-	
Traffic	0	6,500	-	0	0	0	0	0	0	-	-	
AVAILABLE SPACE				10	n/a				49,000	0	112,245	161,245
Required Staff Space				110			0	0	20	0	130	133,813
Total Required New or Renovated Sq. Ft.				225,875						239,969		465,844
				Less Renovatable Sq. Ft. in Existing Courthouse								161,245
				TOTAL SQ. FT. FOR NEW PHASE 1 CONSTRUCTION								304,599
Total Compl. Courtrooms				35								
Total Staff and Judicial Officers				385 184 92 70 138 904								
				Estimated Construction Cost								
				New Construction @ Avg. \$238/SF						\$		67,361,438
				Shelled Space @ \$119/SF						\$		28,805,438
				Renovation @ Avg. \$125/SF						\$		20,155,625
				CIP Costs @ Current Reported Estimate						\$		-
				TOTAL ESTIMATED CONSTRUCTION COST								\$ 116,322,500

Source: CGA Consulting Services, Inc.; October 1998.

Source: CGA Consulting Services, Inc.: October 1998.

**Notes:**

1. This court expansion recommends shelling in the additional required courts for 2020 (18) and the associated staff space.
2. The space standards shown in the existing T-Wing is for example only. The sizes of existing courtrooms will be used.
3. The space standards for courtrooms and staff spaces include a 35% departmental grossing factor.
4. A 25% factor has been added for lobbies, toilets, mechanical rooms, stairs and elevators, holding, unassigned spaces.
5. The 161,245 square feet shown available for re-use is the existing courthouse and the T-Wing.
6. All costs have been inflated through 2005.
7. No CIP costs are included in this option since the existing courthouse will be completely renovated.
8. Juvenile is included in the cost of new construction (\$11.0-\$17.0M) within Central. These courts can be constructed elsewhere for the same cost.
9. The D.A., P.D., and Probation offices will be located in the existing historic Courthouse.

Option B proposes not to use the existing historic Courthouse for court purposes of any type and assumes the construction of a new 36-courtroom justice complex in close proximity to the existing Courthouse. The new

# SAN BERNARDINO COUNTY COURTS MASTER PLAN

## Chapter 4—Development of Strategic Plan

Central Justice Center could be located on the site at the rear of the County Administrative Building, recommended in the 1978 Government Center Master Plan. The new Central Justice Center would be sized to house all the Central Court functions and related agencies, such as District Attorney, Public Defender, Court Administration, and other support functions. Table 4-4 summarizes the cost/construction related to Option B.

Table 4-4  
SAN BERNARDINO COUNTY CENTRAL COURT BUILDING PLAN – OPTION B – 2010

Option B Building Plan 2010	# of Courtrooms	Space Standard	Total Court Sq. Ft.	Staff							Total Support Sq. Ft.	GRAND TOTAL SQ. FT.
				Court Services	District Attorney	Public Defender	Marshall	Probation	Total Staff			
San Bernardino - New Courthouse												
C O U R T R O O M S	Criminal	17	5,500	93,500	187	136	68	34	102	527	117,725	211,225
	Civil	5	7,000	30,500	55	0	0	10	0	65	13,625	44,125
	Juvenile Delinquency	3	5,500	16,500	33	24	12	6	18	93	20,775	37,275
	Juvenile Dependency	3	3,500	10,500	33	0	0	6	0	39	8,175	18,675
	Family Law	6	5,500	33,000	66	0	0	12	0	78	16,350	49,350
	Small Claims	1	3,500	3,500	11	0	0	2	0	13	2,725	6,225
	Mental Health	0	3,500	-	0	0	0	0	0	0	-	-
	Probate	0	3,500	-	0	0	0	0	0	0	-	-
	Traffic	1	6,500	6,500	11	8	4	2	6	31	6,925	13,425
TOTALS		36	n/a	194,000	396	168	84	72	126	846	186,300	380,300
Shelled Space		15	5,233	78,500	165	80	40	30	48	363	91,475	169,975
Grossing @25%				213,625							69,444	283,069
NEW TOTAL SQ. FT.		51	486,125							347,219	833,344	
San Bernardino Existing Courthouse Converted to Non-Court Use												
C O U R T R O O M S	Criminal	0	5,500	-	0	0	0	0	0	0	-	-
	Civil	0	5,500	-	0	0	0	0	0	0	-	-
	Juvenile Delinquency	0	5,500	-	0	0	0	0	0	0	-	-
	Juvenile Dependency	0	3,500	-	0	0	0	0	0	0	-	-
	Family Law	0	5,500	-	0	0	0	0	0	0	-	-
	Small Claims	0	3,500	-	0	0	0	0	0	0	-	-
	Mental Health	0	3,500	-	0	0	0	0	0	0	-	-
	Probate	0	3,500	-	0	0	0	0	0	0	-	-
	Traffic	0	6,500	-	0	0	0	0	0	0	-	-
TOTALS		0	n/a	-	0	0	0	0	0	0	-	-
Grossing @ 25%				n/a							n/a	n/a
TOTAL RENOVATED SQ. FT.				-							-	-
Total Compl. Courtrooms 36												
Total Staff and Judicial Officers												396 168 84 72 126 882
Estimated Construction Cost												
New Construction @ Avg. \$238/SF												\$ 113,139,250
Shelled Space @ \$119/SF												\$ 25,283,781
Renovation @ Avg. \$107/SF												\$ -
CIP Costs @ Current Reported Estimate												\$ -
TOTAL ESTIMATED CONSTRUCTION COST												\$ 138,423,031

Source: CGA Consulting Services, Inc.; October 1998.

Source: CGA Consulting Services, Inc.; October 1998.

### Notes:

1. This court expansion recommends shelling in the additional required courts for 2020 (18) and the associated staff space.
2. The space standards for courtrooms and staff spaces include a 35% departmental grossing factor.
3. A 25% factor has been added for lobbies, toilets, mechanical rooms, stairs and elevators, holding, unassigned spaces.
4. All costs have been inflated through 2005.
5. No CIP costs are included in this option since the existing courthouse will not be used for court purposes.
6. Juvenile construction is included in the estimated cost of the Central Court (\$11.0-\$17.0M)

## **JUVENILE**

### **Current Facility Features, Location, Operational Description**

The Juvenile Court is located approximately 10 minutes from the Central Courthouse, adjacent to the Juvenile Detention Center. Four juvenile judges and one referee occupy the five courtrooms. The Juvenile Court hears delinquency and dependency, as well as abuse cases.

The Juvenile Court arguably should be one of the most sensitive courts in a county as the future of children's lives is often decided in these settings. In San Bernardino County, the Juvenile Court is the most crowded, noisy, and deplorable of any of the court facilities. The Juvenile Court is in need of replacement or major renovation to meet minimal standards. As an indication of the potential violence that characterizes each day at this location, the Juvenile Court is the only court facility in the County that is equipped with a metal detector at the entrance. The waiting area is frequently full, and there is a severe parking shortage on court days. These courtrooms are small, as are the interview areas for attorney-client conferences. Essential expansion of the original court space for two small dependency courtrooms has been improvised through a trailer addition adjacent to the court building.

The facility offers practically no privacy for staff to conduct sensitive interviews with each other or juvenile clients. Adequate attorney-client-family conference rooms are non-existent. All support offices for clerical and probation staff are undersized and antiquated in design. The efficiency of operations is severely jeopardized by the age, condition, and configuration of the building.

Fortunately, at the time of this report a separate Juvenile Detention and Courts Plan was being developed for the Central Area. In addition, a new juvenile courtroom is being established in the West Valley portion of the County, close to the site of the new mini-juvenile-detention facility. The results of these two actions may provide a new direction for juvenile justice in the County.

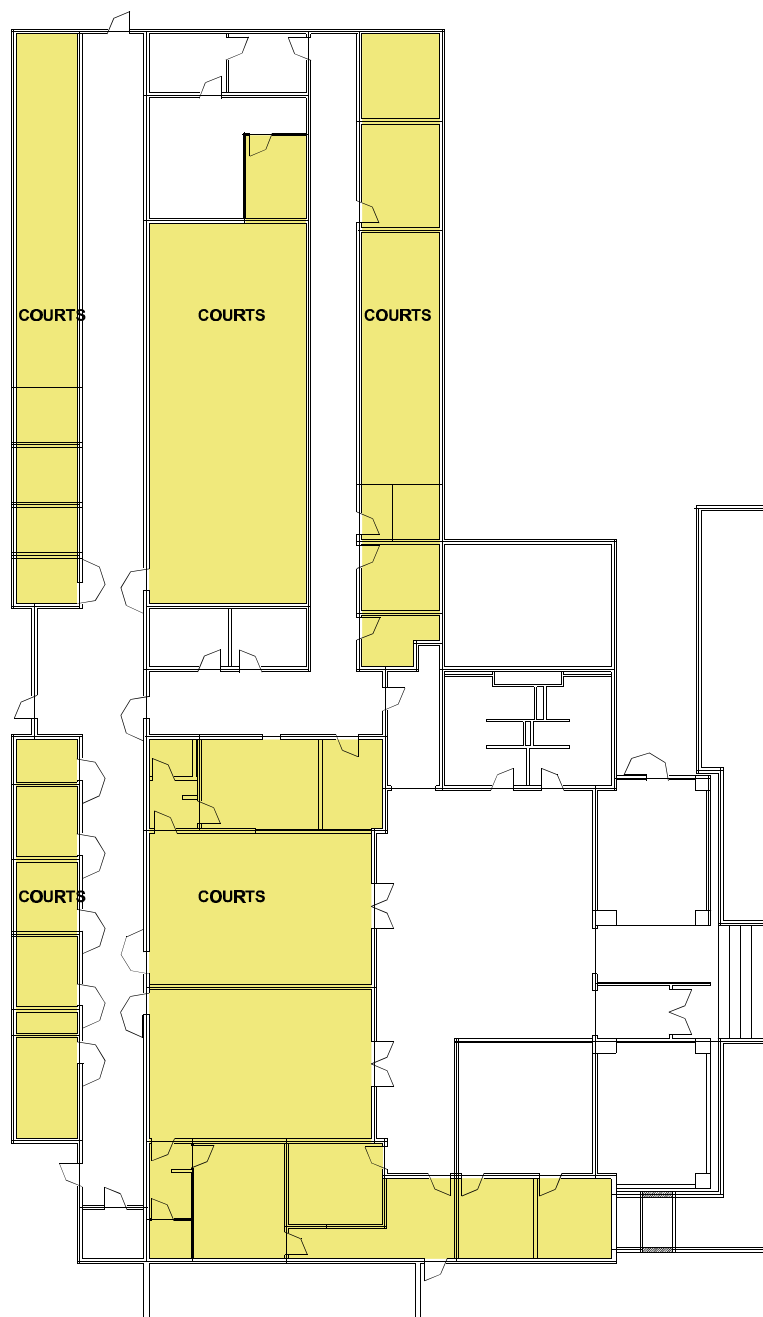
Figures 4-7 and 4-8 illustrate the current configuration of the Juvenile Court. A total of 16,108 square feet is available in the actual juvenile courts component of the complex and another 13,905 square feet in associated spaces. This translates to 5,449 square feet per courtroom, which is short of the design guideline of at least 8,000 square feet per courtroom for juveniles.

### **CIP to Maintain Facility**

The CIP has identified the need for approximately \$450,000 to patch together a building that has outlived its useful life. Unfortunately, this expenditure is necessary even in light of a much larger capital need to replace the existing Central Juvenile Court.

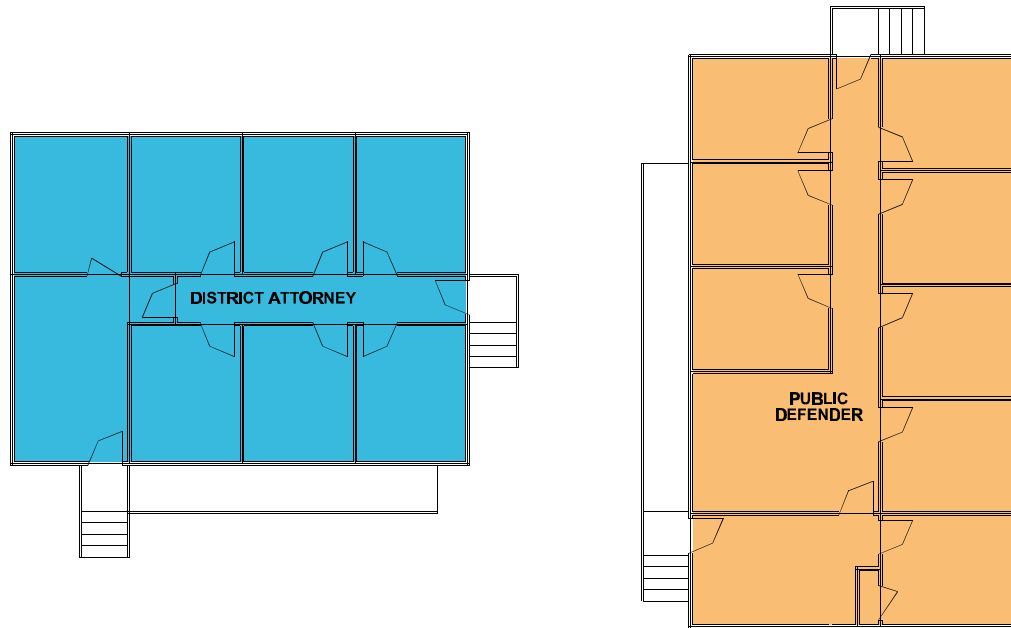
These funds will be used for items such as the installation of an additional X-ray device; an emergency generator; new vehicle and pedestrian sallyports; upgrade of the HVAC system; remodeling of courtrooms, and many minor repair items.

Figure 4-7  
**SAN BERNARDINO COUNTY JUVENILE COURTS REMODEL**  
**FLOOR PLAN - REMODEL**



FLOOR PLAN - REMODEL

Figure 4-8  
**SAN BERNARDINO COUNTY JUVENILE COURTS REMODEL  
TEMPORARY OFFICE BUILDING**



TEMPORARY OFFICE BUILDING

### **Anticipated Growth of the Component**

San Bernardino County has a positive natural growth rate meaning that much of the projected increase in population is from new births and not solely in migration, as with many counties. As was indicated in Table 1-3 in Chapter 1, the County will have more than 828,705 juveniles by 2010. Given the socio-economic profile of many high birth rate families in the County, the Court can anticipate parallel increases in dependency and delinquency cases.

Currently, there are five juvenile judicial positions, supported by a staff of 28, within the Juvenile Court. Staff from the District Attorney's office, the Public Defender, Child Protective Services, and Probation (which also handles the operation of the Juvenile Detention Facility next door) are also housed in this facility.

In addition to these staff directly related to the Juvenile Court, there are 43 outside agency personnel that reside in or close to the Courts building. The numbers shown in Table 4-5 do not include contract attorneys that are an integral part of the present Juvenile Court system of case management.

Table 4-5  
**SAN BERNARDINO COUNTY JUVENILE COURT PERSONNEL – 1998**

<b><i>Court Personnel</i></b>	
Judicial Officers	5
Court Staff	28
<i>Total Court Personnel</i>	33
<b><i>Outside Agency Personnel</i></b>	
District Attorney	14
Public Defender	17
Marshal	8
Probation	4
Sheriff's Holding	0
<i>Total Outside Personnel</i>	43
<b>Total Juvenile Court Personnel</b>	<b>76</b>

Juvenile filings increased significantly from 1991-1997. Delinquency filings have increased by 42% and dependency filings by 48%, while the juvenile population increased by approximately 13%. As the juvenile population continues to increase, the number of filings will rise. In addition to this upward trend, juvenile filings appear to be increasing relative to the juvenile population, indicating that more youth are getting into trouble with the law than in the past.

Table 4-6 summarizes the historical filings for both juvenile delinquency and dependency offenses. Both of these categories are expected too more than double in filings between now and 2020.

The total juvenile filings are projected to increase from 7,669 to 14,045 in 2010 and 19,425 by 2020. The existing Juvenile Court facility is totally inadequate to manage the current 7,700 cases, therefore, either the existing facility will require enlargement or replacement, or the caseload will need to be dispersed to other courts within the County. While this has advantages for families and juveniles living outside the Central Area, dispersal of caseload will also be accompanied by a dispersal of staff, leading, potentially, to a less efficient operation.

If juvenile detention is developed within each of the County's court regions, it is anticipated that the rate of juvenile detention within the West Valley and High Desert will increase. The transport time is currently high enough from those areas to the Central Juvenile Hall to discourage many officers from detaining youth committing minor offenses in those areas of the County. Data is not currently collected to show the origin of youth detained within Juvenile Hall, but it is understood within the system that the majority of those youth are from the central area. With closer juvenile detention facilities in the West Valley and High Desert, it is likely

that youth currently receiving warnings would indeed be detained. This, in turn, will lead to an increased need for juvenile courts.

Table 4-6  
**SAN BERNARDINO COUNTY JUVENILE COURT FILINGS PROJECTIONS BY COURT TYPE**

<b>County Juvenile (Under 17) Population</b>	<b>1991-92</b>	<b>1992-93</b>	<b>1993-94</b>	<b>1994-95</b>	<b>1995-96</b>	<b>1996-97</b>	<b>2010</b>	<b>2020</b>
	<b>388,129</b>	<b>398,078</b>	<b>408,027</b>	<b>417,976</b>	<b>427,925</b>	<b>437,874</b>	<b>828,705</b>	<b>1,146,108</b>
<b>COURT TYPE</b>								
Criminal	0	0	0	0	0	0	0	0
Civil	0	0	0	0	0	0	0	0
Juvenile Delinquency	2,928	3,011	3,591	4,202	4,245	4,164	7,931	10,969
Family Law	0	0	0	0	0	0	0	0
Civil Petitions	12	0	0	0	0	0	0	0
Juvenile Dependency	2,364	2,674	2,267	3,350	3,276	3,505	6,056	8,375
Small Claims	0	0	0	0	0	0	0	0
Mental Health	0	0	0	0	0	0	0	0
Appeals	0	0	19	0	0	0	10	13
Probate	100	0	38	58	0	0	48	66
Juvenile Traffic	0	0	0	0	0	0	0	0
Traffic	0	0	0	0	0	0	0	0
<b>Total Filings</b>	<b>5,404</b>	<b>5,685</b>	<b>5,915</b>	<b>7,610</b>	<b>7,521</b>	<b>7,669</b>	<b>14,045</b>	<b>19,425</b>

### **Recommended Future Use of Court Facility**

Because of the expansion limitations at the current juvenile court location, as well as the desire to locate juvenile facilities within the districts of the offenses, the future of the juvenile courts will be one of expansion and decentralization. The development options are the same for juvenile courts, with any future variation depending on County goals and strategy for dealing with juvenile offenders.

The space and costs for juvenile courts are included in the construction of the new courts in each region. Although the Juvenile Hall in San Bernardino is a separate facility several miles from the Central Courthouse, the associated juvenile costs were included in the tables under Central Court that describe Option A and Option B (see pages 4-12 and 4-13). In the year 2010, it is expected that there will be a need for three juvenile delinquency courts and three juvenile dependency courts in the Central region alone. In the West Valley the need will be for two delinquency courts and one dependency court. The High Desert region will require an anticipated one to two delinquency courts and one dependency court, for a county total of 12 juvenile courts by the year 2010.

**Central**—According to either Option A or Option B, it is recommended that the existing juvenile court facility not be used in its current condition. The cost of Central Juvenile Courts under either option is the same as the costs of constructing three new juvenile delinquency courts (5,500 SF each) and three new juvenile dependency courts (3,500 SF each); (total cost: \$17 million with related office space). These courts can either be constructed or renovated at the current location of Juvenile Courts, or these courts can be incorporated into the new Central Court.

**West Valley**—Option A proposes that one delinquency (6,480 SF) and one dependency court (6,480 SF) be designated within the current Rancho Cucamonga Courthouse. One additional delinquency hearing/arrestment room (3,000 SF) will be designated from among the seven new courtrooms in the new West Valley Courthouse (cost: \$2.8 million with related office space).

Option B places both required delinquency courts (6,480 SF each) within the existing Rancho Cucamonga Courthouse. A new West Valley Courthouse, which will have a family law/civil focus, will contain the juvenile dependency court (3,500 SF; cost: \$1.7 million with related office space).

**High Desert**—Option A constructs two new delinquency courts (11,000 SF) in the new High Desert Courthouse and leaves one dependency court as part of the existing Victorville Courthouse (cost: \$7.8 million with related office space).

Option B constructs two new delinquency courts (5,500 SF each) and one new dependency court (3,500 SF) as part of the new High Desert Courthouse and Detention Complex (cost: \$9.2 million with related office space).

In summary, Option A produces five juvenile delinquency courts, one juvenile delinquency hearing/arraignment room, and five juvenile dependency courts throughout the County. The total cost for new construction for juvenile needs is approximately \$21.2 million. Option B produces seven juvenile delinquency courts and five juvenile dependency courts. The total cost is approximately \$28 million.

## **SAN BERNARDINO JUVENILE TRAFFIC**

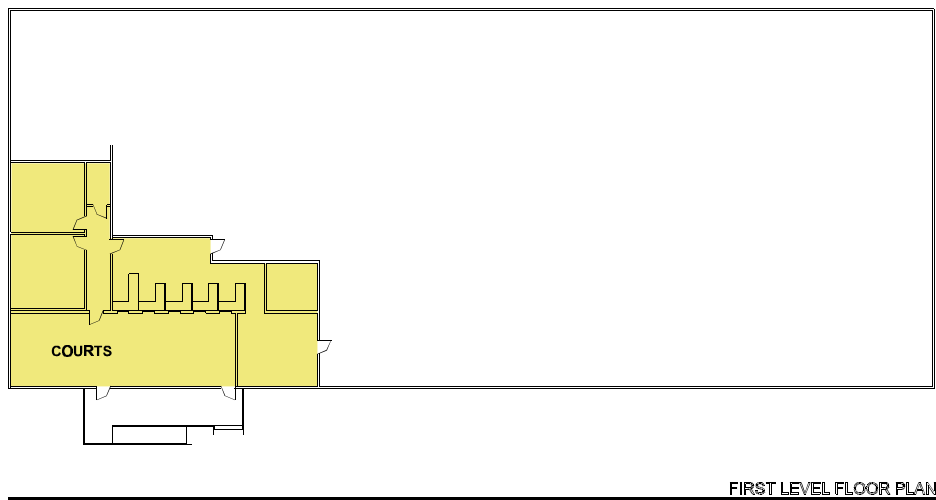
The official name of this courts division is “The Informal Juvenile and Traffic Court Division.” This division handles citations issued for infractions and the less serious misdemeanor offenses committed throughout the State by juveniles who reside in the County of San Bernardino. The offices for the Division Manager and Court Services Supervisor are located at Juvenile Court, 900 E. Gilbert Street, San Bernardino, CA.

### **Current Facility Features, Location, Operational Description**

Juvenile traffic cases are heard in several locations in the County. The San Bernardino Juvenile Traffic Court is located within the Central San Bernardino area, with another Juvenile Traffic Court in the Rancho Cucamonga Courthouse. The Victorville and Barstow Courthouses each have a Juvenile Traffic Hearing Officer, who hears cases part-time within the existing court.

The San Bernardino Juvenile Traffic Court occupies 2,500 square feet in a nearby County building. A diagram of the Traffic Court is shown in Figure 4-9.

Figure 4-9  
**SAN BERNARDINO COUNTY JUVENILE TRAFFIC COURT**  
**157-175 WEST 5<sup>TH</sup> STREET – FIRST LEVEL FLOOR PLAN**





**CIP to Maintain Facility**

There are no new items in the County CIP budget for short-term improvements to the facility. However, in the past three years the County has invested approximately \$800,000 for improvements to the Juvenile Traffic Court.

**Anticipated Growth of the Juvenile Traffic Court**

The Central Juvenile Traffic Court is currently staffed by one Juvenile Hearing Officer. Additional staff include the Division Supervisor (shared between San Bernardino and Rancho operations) and 10 support staff.

The only year for which juvenile traffic filings were available was FY 1996-97 when 24,873 cases were filed. Lacking historical data, no projections for future juvenile filings were developed. Anecdotal information provided by Court Services indicates the anticipation of significant juvenile traffic cases. However, the hearings for these cases could be managed within new hearings rooms that will serve other functions as well.

As the general juvenile population increases, juvenile traffic cases are expected to also increase. This will place severe demands on the existing facility and will require either expanding the centralized traffic capabilities or de-centralizing the activities to regional locations.

**Recommended Future Use of Court Facility**

Future juvenile traffic functions should be co-located with juvenile courts. Ideally, this activity would take place within a regional justice center, and not disconnected from other court activity.

Juvenile Traffic cases are typically heard in a hearing room, rather than in a full-size courtroom. Hearing room configurations are typically 5,000 to 7,500 square feet, inclusive of related offices and support areas.

While some hearing/arraignment rooms are included in this plan for juvenile delinquency cases, additional hearing rooms will be needed for Juvenile Traffic cases. These rooms are not specified in this plan, but should be included in the programming of new courthouses with approximately three hearing rooms per full-service courthouse. These rooms can also be used for alternate dispute resolution and other alternative mediation methods.

## REDLANDS

### Current Facility Features, Location, Operational Description

Initially a Justice of the Peace Court and later a Municipal Court, the current Redlands Court is located approximately 15 minutes east of the San Bernardino Central Courthouse. As a Municipal Court, the facility has been stretched to capacity. The facility has two courtrooms, a clerical work area, but no on-site holding area. When needed, defendants are held in the adjacent police building next door and walked across a parking lot to reach the court. The building also lacks the appropriate sprinkler system for fire prevention.

The current facility is convenient for local residents to file a small claim or dispose of a traffic violation. The space is not adequate to operate two full service courtrooms, nor is the security appropriate for criminal hearings or trials. The lack of jury deliberation space limits the utility of this court for anything other than a community justice information center.

Figure 4-10 on the next page presents plans of the current configuration. A total of 12,801 square feet is available for the operation of two courtrooms and all of the support staff at the Redlands Court. At the present time, Redlands has 6,400 square feet per courtroom, or approximately 50% of the recommended minimum.

### CIP to Maintain Facility

The County has identified a capital improvement need of \$520,000 to be spent in the near future for the provision of a holding area, remodeling of the clerical area, and the installation of sprinklers. Based upon this Master Plan, funds should not be spent on the holding area remodeling as no criminal hearings and trials are proposed for the Redlands Court.

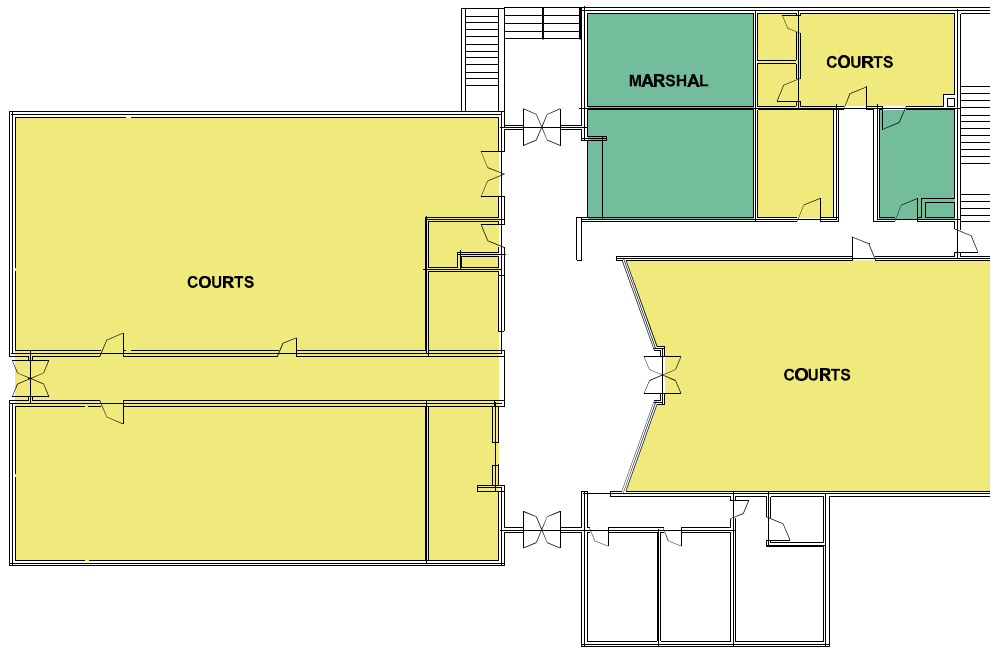
### Anticipated Growth of the Facility

Two judges with a support court staff of 17 are located in this crowded facility of 12,801 square feet. In addition, there is a part-time commissioner and 20 outside agencies staff housed in this facility at various times during the week, further complicating the crowded conditions. Table 4-7 illustrates the assigned and outside agency personnel at the Redlands Court.

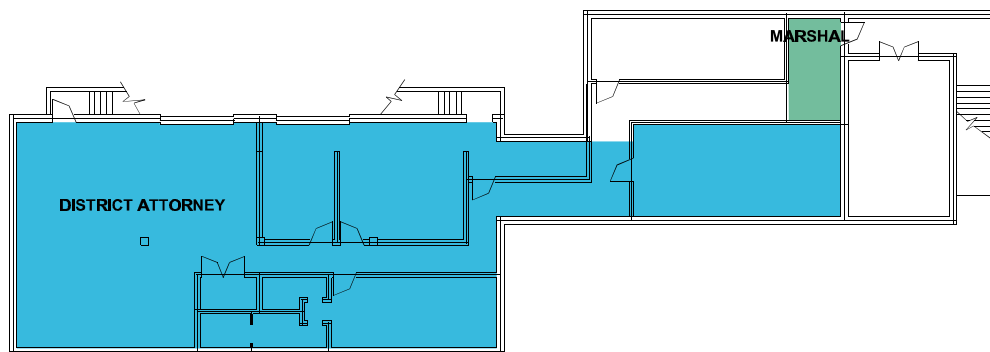
Table 4-7  
REDLANDS COURT PERSONNEL – 1998

<b>Court Personnel</b>	
Judicial Officers	2
Court Staff	18
<i>Total Court Personnel</i>	<i>20</i>
<b>Outside Agency Personnel</b>	
District Attorney	6
Public Defender	4
Marshal	5
Probation	1
Sheriff's Holding	0
<i>Total Outside Personnel</i>	<i>16</i>
<b>Total Redlands Court Personnel</b>	<b>36</b>

Figure 4-10  
**REDLANDS MUNICIPAL COURT REMODEL BASEMENT – FIRST LEVEL FLOOR PLAN**



FIRST LEVEL FLOOR PLAN



BASEMENT

The Redlands Court, similar to several others in the County highlights a critical choice before the Court. With the rapid advances in technology, a community such as Redlands can be served without a traditional courthouse, but with a limited number of personnel who can assist a litigant, lawyer, or citizen access information and even an individual through digital technology. As was seen in the previous table, the Redlands Court requires 36 County staff to manage 19,000 filings, more than half of which are traffic cases. The 6,000 criminal filings could, and should, be held in a facility designed for criminal litigants. Without major, expensive renovations and expansions to the existing Redlands Court, there is no efficient means of this court managing the projected 26,000 filings shown in Table 4-8, by 2020.

Table 4-8  
**REDLANDS COURT FILINGS PROJECTIONS BY COURT TYPE**

<i>Redlands Population</i>	<b>1991-92</b>	<b>1992-93</b>	<b>1993-94</b>	<b>1994-95</b>	<b>1995-96</b>	<b>1996-97</b>	<b>2010</b>	<b>2020</b>
	<b>114,748</b>	<b>117,132</b>	<b>119,517</b>	<b>121,901</b>	<b>124,286</b>	<b>126,670</b>	<b>185,856</b>	<b>233,190</b>
<b>COURT TYPE</b>								
Criminal	5,000	4,240	4,438	6,491	6,026	6,034	8,248	10,349
Civil	1,684	1,316	1,615	1,795	941	902	2,132	2,675
Juvenile Delinquency	0	0	0	0	0	0	0	0
Family Law	0	0	0	0	0	0	0	0
Civil Petitions	0	0	0	0	0	0	0	0
Juvenile Dependency	0	0	0	0	0	0	0	0
Small Claims	1,321	2,118	1,014	1,055	1,187	1,030	1,995	2,503
Mental Health	0	0	0	0	3	0	1	1
Appeals	0	0	0	0	0	0	0	0
Probate	0	0	0	0	0	0	0	0
Traffic	12,405	10,225	9,012	10,622	10,996	11,390	16,613	20,845
<b>Total Filings</b>	<b>20,410</b>	<b>17,899</b>	<b>16,079</b>	<b>19,963</b>	<b>19,153</b>	<b>19,356</b>	<b>28,989</b>	<b>36,373</b>

As shown in the table, a large number of filings are heard in the Redlands Court. Historically, approximately 60% of all filings have been traffic. Of the non-traffic filings in 1991-92, 32% were criminal and the remainder were civil complaints or civil petitions. In 1996-97, 45% of all non-traffic filings were criminal. Both civil complaints and civil petitions declined to only 55% of all filings.

Part of the filings shift has been caused by a mission change at the Redlands Courthouse. This court is one of two drug courts in the County, and the court is exploring additional specialties including zoning law enforcement. This court has carved out a unique niche as a specialty court.

### **Recommended Future Use of Court Facility**

To take pressure off of a dangerously crowded Central Court in San Bernardino, the Redlands Court has evolved, of necessity, into an active support court to the Central Area. In considering the optimum efficiency of the County judicial system, the Redlands Court should not expand. With a new court complex in San Bernardino, careful consideration should be given to the possibility of shifting the role of the Redlands Court as a "courthouse" facility to a state-of-the-art kiosk or "Smart Court." Even under this approach, a small court services staff would remain to assist with tele-video linkages, electronic filings, and digital payment transfers.

Throughout this study, local judicial staff advised that many of these small "community courts" represented not only justice, but government to the local residents. Even though Southern California is an automobile-based society accustomed to driving significant distances for work, shopping, services, and recreation, shifting all face-to-face court activity 15 miles to San Bernardino could be considered by local citizens as a hardship.

The aim of this study is not to achieve maximum efficiency by centralizing all court activity in one, or even three locations. Therefore, an alternative to closing the Redlands Court is to leave the two courtrooms in service but to limit the activity to small claims, matters of family law, specialty functions, and some traffic matters. Both Options A and B offer such an approach, but with no significant expenditures except to bring the structure up to life safety and American Disability Act (ADA) requirements.

As Table 4-9 shows, both Options A and B recommend removing all in-custody criminal proceedings and utilizing the Redlands Court for small claims and civil cases. Criminal and Traffic cases will be absorbed into the new Central Courthouse in San Bernardino. Electronic linkages to the recommended new Justice Center in San Bernardino will provide broader customer service, easy payment of fines, and true electronic filing of complaints. Either option will give an additional 2,549 SF for other uses. The total estimated 2010 cost of this option is \$520,000 in CIP improvements.

Table 4-9  
**REDLANDS COURT BUILDING PLAN – OPTIONS A & B – 2010**

Options A & B Building Plan 2010				# of Courtrooms	Space Standard	Total Court Sq. Ft.	Staff						Total Support Sq. Ft.	GRAND TOTAL SQ. FT.
Court Services	District Attorney	Public Defender	Marshall				Probation	Total Staff						
Redlands Proposed Court Space Plan														
S U B S T R U C T U R E	Criminal	0	0	-	0	0	0	0	0	0	-	-		
	Civil	1	0	2,075	0	0	0	0	0	0	-	-		
	Juvenile Delinquency	0	0	-	0	0	0	0	0	0	-	-		
	Juvenile Dependency	0	0	-	0	0	0	0	0	0	-	-		
	Family Law	0	0	-	0	0	0	0	0	0	-	-		
	Small Claims	1	0	2,075	0	0	0	0	0	0	-	-		
	Mental Health	0	0	-	0	0	0	0	0	0	-	-		
	Probate	0	0	-	0	0	0	0	0	0	-	-		
	Traffic	0	0	-	0	0	0	0	0	0	-	-		
TOTAL EXISTING		2	n/a	4,150	7	0	0	7	0	14	6,336	10,486		
Required Staff Space				4,150	15	0	0	-2.8	0	12	3,788	7,938		
Total Available Sq. Ft.				4,150							6,336	10,486		
				AREA REQUIRED FOR COURT USE								7,938		
				Area Available for Other Uses								2,549		
Total Courtrooms		2												
Total Staff and Judicial Officers				22	0	0	4	0	26					
				Estimated Construction Cost										
				New Construction @ Avg. \$238/SF								\$ -		
				Shelled Space @ \$119/SF								\$ -		
				Renovation @ Avg. \$107/SF								\$ -		
				CIP Costs @ Current Reported Estimate								\$ 520,000		
				TOTAL ESTIMATED CONSTRUCTION COST								\$ 520,000		

Source: CGA Consulting Services, Inc.; October 1998.

*Source: CGA Consulting Services, Inc.; October 1998.*

**Notes:**

1. The area for courtsets in the existing Courthouse has been divided by 2. Existing courtrooms will be used.
2. For the existing Courthouse, the number of existing staff is the current space divided by the available square feet.
3. New staff is derived by a standard per judge less current staff based upon dividing existing space by the space standard.
4. The total staff and judicial officers is the actual staff required depending upon the proposed use of the courtrooms.
5. The CIP cost has been taken from the Division of Court Services estimates.
6. The future use of Redlands Courthouse requires less space than is currently available.

## FONTANA

### Current Facility Features, Location, Operational Description

The Fontana Court is located almost equidistant between San Bernardino and Rancho Cucamonga, a distance of less than 10 miles to either full service courthouse. As many of the court locations in the County, the Fontana Court has evolved from a municipal court to a jury trial court. The Fontana Court has five courtrooms available for four judges and two part-time commissioners for a total of 5.8 full-time Judicial Officer Equivalents. This court receives and prosecutes jury trial civil and criminal cases, as well as traffic cases.

This clerical area is one of the less crowded, although the addition of any more staff would reduce effectiveness. Additional files storage is needed if the court is to remain a full service operation. Jury assembly on the second floor is not an optimum arrangement as only a single hydraulic elevator serves the second floor that also houses two additional courtrooms, chambers, jury deliberation, the District Attorney, Law Library, and Probation Offices. An addition to the rear of the building houses five holding cells for detained criminal defendants on the day of court appearance. The Sheriff's Department uses the remainder of this area for a district station.

Even though an undistinguished building from an architectural perspective, the Fontana Court functions reasonably well for a 25 year old structure. A total of 36,837 square feet is available for the four courtrooms, or 9,210 square feet per courtroom. Even though this is well below the 15,000 square foot per courtroom guideline for full service courthouses, the Fontana Court does not reach "gridlock," as do several of the courts, except on high volume days. There is no central security screening for the Fontana Court.

Figure 4-11 illustrates the configuration of the two floors of the existing building.

### CIP to Maintain Facility

Approximately \$280,000 has been identified as the short-term capital needs for this court, including the rehabilitation of the four courtrooms; improvements in the parking area; remodeling of the clerical work windows, and re-carpeting, among other minor improvements.

These improvements are necessary, regardless of the future plans for the Court.

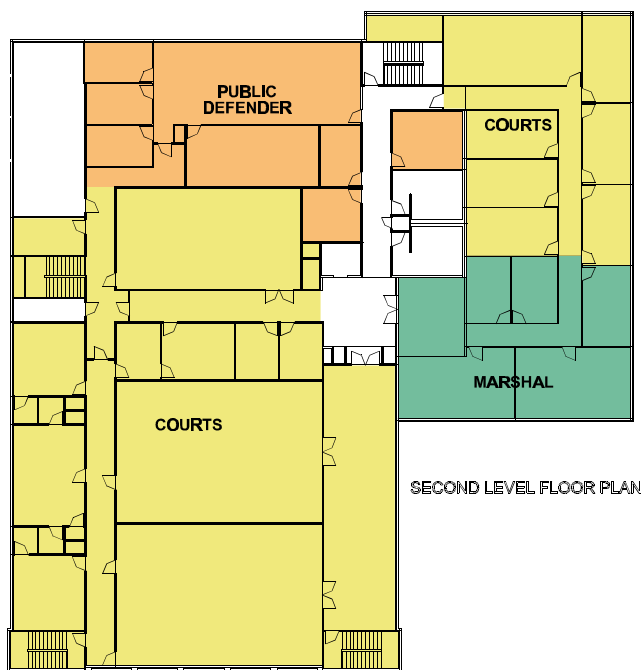
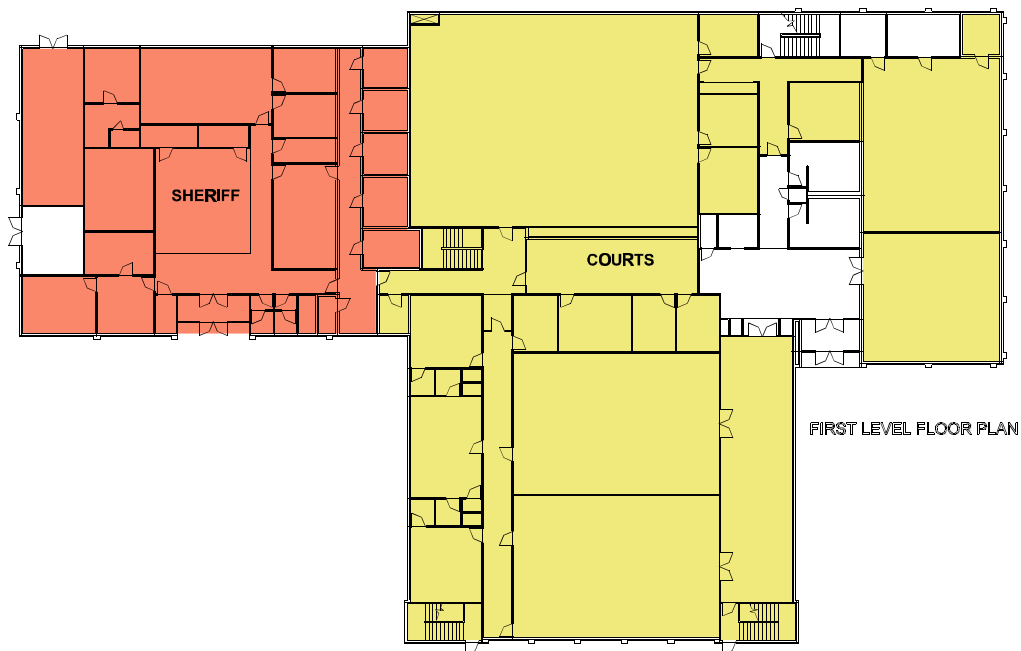
### Current Use of Facility and Anticipated Growth

This court houses approximately 44 court personnel and five judicial officers. Besides the direct court staff, the District Attorney and Public Defender have staff within the courthouse, as indicated in Table 4-10. There are 12 Marshals for court security, and the holding area is staffed by the Sheriff's Department.

Table 4-10  
FONTANA COURT PERSONNEL – 1998

<b>Court Personnel</b>	
Judicial Officers	5
Court Staff	44
<i>Total Court Personnel</i>	<i>49</i>
<b>Outside Agency Personnel</b>	
District Attorney	21
Public Defender	14
Marshal	12
Probation	0
Sheriff's Holding	0
<i>Total Outside Personnel</i>	<i>47</i>
<b>Total Fontana Court Personnel</b>	<b>96</b>

Figure 4-11  
**FONTANA MUNICIPAL COURTS BUILDING & SHERIFF'S DEPARTMENT**  
**FIRST – SECOND LEVEL FLOOR PLAN**



The population of the Fontana area has increased by approximately 16.5% from 1991 to 1997. Despite a 70,000 spike in filings in 1994-95, the court has experienced an overall decrease in filings during the past six years, from 55,377 in 1991 to 47,629 in 1996-97, as shown in Table 4-11.

Table 4-11  
**FONTANA COURT FILINGS PROJECTIONS BY COURT TYPE**

<i>Fontana Population</i>	<b>1991-92</b>	<b>1992-93</b>	<b>1993-94</b>	<b>1994-95</b>	<b>1995-96</b>	<b>1996-97</b>	<b>2010</b>	<b>2020</b>
	<b>163,395</b>	<b>168,774</b>	<b>174,152</b>	<b>179,531</b>	<b>184,909</b>	<b>190,288</b>	<b>289,501</b>	<b>367,696</b>
<b>COURT TYPE</b>								
Criminal	16,079	17,903	16,383	16,716	17,517	16,579	27,673	35,147
Civil	5,162	4,783	4,951	4,888	4,107	3,709	7,589	9,639
Juvenile Delinquency	0	0	0	0	0	0	0	0
Family Law	0	0	0	0	0	0	0	0
Civil Petitions	0	0	0	0	0	0	0	0
Juvenile Dependency	0	0	0	0	0	0	0	0
Small Claims	3,159	2,673	2,073	22,227	2,394	2,854	9,593	12,185
Mental Health	0	0	0	0	0	0	0	0
Appeals	0	0	0	0	16	26	11	14
Probate	0	0	0	0	0	0	0	0
Traffic	30,977	31,168	34,108	25,686	26,119	24,461	47,429	60,240
<b>Total Filings</b>	<b>55,377</b>	<b>56,527</b>	<b>57,515</b>	<b>69,517</b>	<b>50,153</b>	<b>47,629</b>	<b>92,295</b>	<b>117,225</b>

Even with the overall decrease in filings, this court region, like the Chino court region, has experienced a change in the type of complaints which are filed. In 1991, for example, 34% of all non-traffic filings were for civil or small claims complaints, while 66% of non-traffic filings were for criminal complaints. By 1993-94 the mix had shifted to 30% civil/small claims and 70% criminal, and by 1997, 28% civil/small claims and 72% criminal.

If the trend continues, this court region will experience increased criminal filings, while civil complaints and small claims cases will continue to decrease. At issue, therefore, is the fact that there are two jury trial courthouses within 10 miles of the Fontana Court.

### **Recommended Future Use of Court Facility**

At the core of the recommended plan is the reduction in duplication in courts that are in close proximity to each other and the concentration of criminal jury trials in the three recommended Regional Justice Centers. With the proximity of the Fontana Court to West Valley or Central Courts, criminal jury trials at Fontana could be shifted to either of these two centers. Since the facility is in relatively good repair and has ample parking, the continued use as a limited or special purpose court is the obvious solution.

Under Option A, a total of five courts will remain in operation, but all in-custody criminal proceedings would be transferred to San Bernardino or the West Valley. The five existing courts will include two family law courts, one small claims court, and two traffic courts. Space will be required for the related court services and other staff, as shown in Table 4-12 on the next page.



Table 4-12  
**FONTANA BUILDING PLAN – OPTION A – 2010**

Option A Building Plan 2010	# of Courtrooms	Space Standard	Total Court Sq. Ft.	Staff						Total Support Sq. Ft.	GRAND TOTAL SQ. FT.
				Court Services	District Attorney	Public Defender	Marshall	Probation	Total Staff		
Fontana Proposed Court Space Plan											
Criminal	0	0	-	0	0	0	0	0	0	-	-
Civil	0	0	-	0	0	0	0	0	0	-	-
Juvenile Delinquency	0	0	-	0	0	0	0	0	0	-	-
Juvenile Dependency	0	0	-	0	0	0	0	0	0	-	-
Family Law	2	3,030	6,060	0	0	0	0	0	0	-	-
Small Claims	1	3,030	3,030	0	0	0	0	0	0	-	-
Mental Health	0	0	-	0	0	0	0	0	0	-	-
Probate	0	0	-	0	0	0	0	0	0	-	-
Traffic	2	3,030	6,060	0	0	0	0	0	0	-	-
TOTAL EXISTING	5	n/a	15,150	48	0	3	17	0	68	13,800	28,950
Required Staff Space			-	7	0	3	-7	0	3	1,881	1,881
Total Available Sq. Ft.										13,800	28,950
Additional Required Sq. Ft. for Court Use											1,881
TOTAL EXISTING AND NEW SQ. FT. REQUIRED FOR COURTS											30,831
Total Courtrooms 5											
Total Staff and Judicial Officers											
Estimated Construction Cost											
New Construction @ Avg. \$238/SF										\$	-
Shelled Space @ \$119/SF										\$	-
Renovation @ Avg. \$107/SF										\$	-
CIP Costs @ Current Reported Estimate										\$	280,000
TOTAL ESTIMATED CONSTRUCTION COST										\$	280,000

Source: CGA Consulting Services, Inc.; October 1998.

*Source: CGA Consulting Services, Inc.; October 1998.*

**Notes:**

1. The area for courtsets in the existing Courthouse has been divided by 5. Existing courtrooms will be used.
2. For the existing Courthouse, the number of existing staff is the current space divided by the available square feet.
3. New staff is derived by a standard per judge less current staff based upon dividing existing space by the space standard.
4. The total staff and judicial officers is the actual staff required depending upon the proposed use of the courtrooms.
5. The CIP cost has been taken from the Division of Court Services estimates.
6. The future use of Fontana Courthouse requires more space than is currently available.
7. No new construction is recommended at this time.

Under this option, the Fontana Courthouse will require 1,881 additional square feet to meet the standards recommended in this report; however, no additions are recommended. The only costs associated with this courthouse are the CIP costs as shown at \$280,000.

Option B focuses some specialized court functions within the Fontana Courthouse. These functions include Mental Health and Probate. In addition to one courtroom designated for each of these functions, the Fontana Courthouse would contain one Small Claims Court and two Traffic Courts.

Table 4-13 summarizes the capital implications of Option B. It can be seen that this option, according to recommended standards, would use 25,431 square feet of the existing 28,950 SF building, leaving 3,519 SF available for other use. No capital costs are associated with this option, aside from the estimated \$280,000 in CIP improvements.

Table 4-13  
**FONTANA BUILDING PLAN – OPTION B – 2010**

Option B Building Plan 2010	# of Courtrooms	Space Standard	Total Court Sq. Ft.	Staff						Total Support Sq. Ft.	GRAND TOTAL SQ. FT.	
				Court Services	District Attorney	Public Defender	Marshall	Probation	Total Staff			
Fontana Proposed Court Space Plan												
C O U R T R O O M S	Criminal	0	0	-	0	0	0	0	0	0	-	-
	Civil	0	0	-	0	0	0	0	0	0	-	-
	Juvenile Delinquency	0	0	-	0	0	0	0	0	0	-	-
	Juvenile Dependency	0	0	-	0	0	0	0	0	0	-	-
	Family Law	0	0	-	0	0	0	0	0	0	-	-
	Small Claims	1	3,030	3,030	0	0	0	0	0	0	-	-
	Mental Health	1	3,030	3,030	0	0	0	0	0	0	-	-
	Probate	1	3,030	3,030	0	0	0	0	0	0	-	-
	Traffic	2	3,030	6,060	0	0	0	0	0	0	-	-
TOTAL EXISTING		5	n/a	15,150	48	0	3	17	0	68	13,800	28,950
Required Staff Space					7	16	5	-7	12	33	10,281	10,281
Total Available Sq. Ft.			15,150						13,800		28,950	
AREA REQUIRED FOR COURT USE												25,431
Area Available for Other Use												3,519
Total Courtrooms		5										
Total Staff and Judicial Officers					55	16	8	10	12	106		
			Estimated Construction Cost									
			New Construction @ Avg. \$238/SF									\$ -
			Shelled Space @ \$119/SF									\$ -
			Renovation @ Avg. \$107/SF									\$ -
			CIP Costs @ Current Reported Estimate									\$ 280,000
			TOTAL ESTIMATED CONSTRUCTION COST									\$ 280,000

Source: CGA Consulting Services, Inc.; October 1998.

Source: CGA Consulting Services, Inc.; October 1998.

**Notes:**

1. The area for courtsets in the existing Courthouse has been divided by 5. Existing courtrooms will be used.
2. For the existing Courthouse, the number of existing staff is the current space divided by the available square feet.
3. New staff is derived by a standard per judge less current staff based upon dividing existing space by the space standard.
4. The total staff and judicial officers is the actual staff required depending upon the proposed use of the courtrooms.
5. The CIP cost has been taken from the Division of Court Services estimates.
6. The future use of Fontana Courthouse requires slightly less space than is currently available.
7. No construction is recommended at this time.

## **RANCHO CUCAMONGA**

### **Current Facility Features, Location, Operational Description**

The Rancho Cucamonga facility (often referred to as the Foothills Courthouse) is located on the western edge of the County, approximately 25 minutes west of the San Bernardino Central Courthouse. The western portion of the County is predicted to experience immigration increases from Los Angeles County during the next 20 years. Adjacent to the Rancho Cucamonga area, the City of Ontario is stressing significant economic development (including the new international airport, convention center, and outlet mall) to bring people into the area. This, in conjunction with immigration will place significant demands on an already active court system.

Located within five minutes is the West Valley Detention Center that houses all pretrial defendants, the Rancho Cucamonga Court is the closest court to the Detention Center. The courthouse currently has 18 courts and judicial officers. In addition to court personnel, the court houses staff from the District Attorney, the Public Defender, the Marshal, and Probation. The 159,456 square foot courthouse was designed to be expanded by six courtrooms if staff from the District Attorney, Public Defender, Probation, and Marshall's agencies were relocated.

The Rancho Cucamonga Court is the latest major court constructed in the County. The award-winning design reflects separate public-private circulation and the pairings of courtrooms that characterizes efficient courthouses. The facility has a high-volume first floor and three similarly designed courtroom floors. The Sheriff's Department operates a 25,000 square foot holding area at the basement level.

The first floor area includes a jury trial courtroom, cafeteria, jury assembly area, court services, the law library, and eight public windows for criminal and criminal traffic, seven windows for misdemeanors and misdemeanor traffic, and eight windows for the civil clerk, as well as public access to files in the Document Control area. Missing from the first floor, however, is a central security screening area. Multiple entrances to the clerical windows from an exterior pedestrian promenade make obtaining a single, secure entrance difficult.

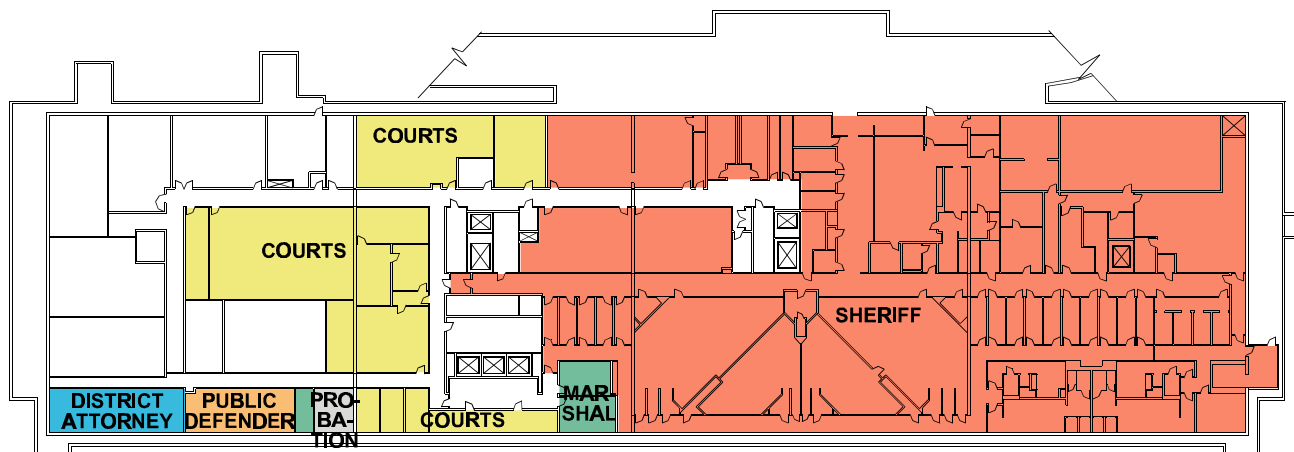
Each of the three floors above the first level has six paired courtrooms, permitting vertical transportation of inmates from the basement level holding area. At the western end of each of these three floors are located offices for ancillary agencies within a structural module suitable for two more paired courtrooms each floor. By expanding into these pre-planned areas, the Rancho Court could house 25 total jury trial courtrooms.

Figures 4-12 – 4-16, shown on pages 4-32 through 4-36, illustrate the five floors of the Rancho Court.

### **CIP to Maintain Facility**

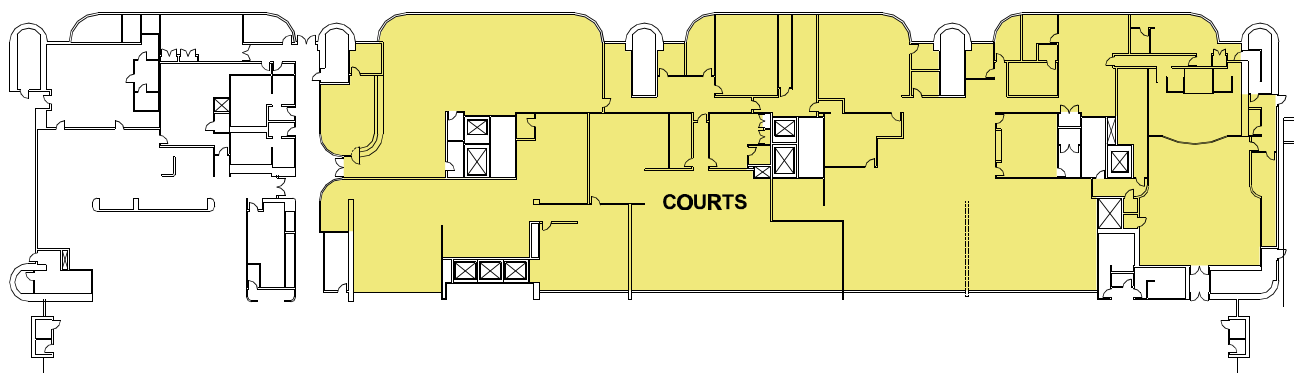
The County has identified the need to expend approximately \$965,000 for short-term improvements to the Rancho Court. This expenditure includes rehabilitation to all exterior windows, replacement of carpet throughout the Court, interior and exterior painting, and installation of glass at the public service counters.

Figure 4-12  
**FOOTHILL COMMUNITIES LAW AND JUSTICE CENTER  
BASEMENT FLOOR PLAN (EAST & WEST)**



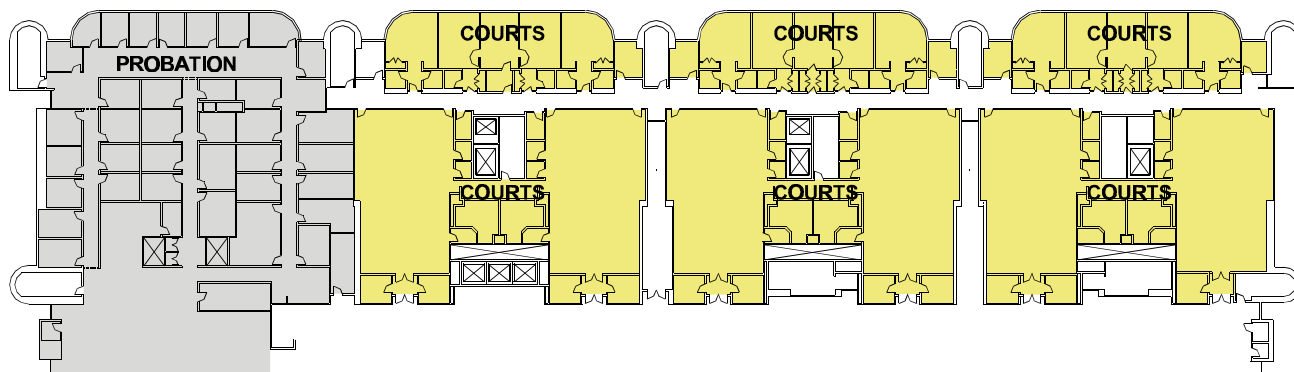
Basement Floor Plan ( East & West )

Figure 4-13  
**FOOTHILL COMMUNITIES LAW AND JUSTICE CENTER  
FIRST FLOOR PLAN (EAST & WEST)**



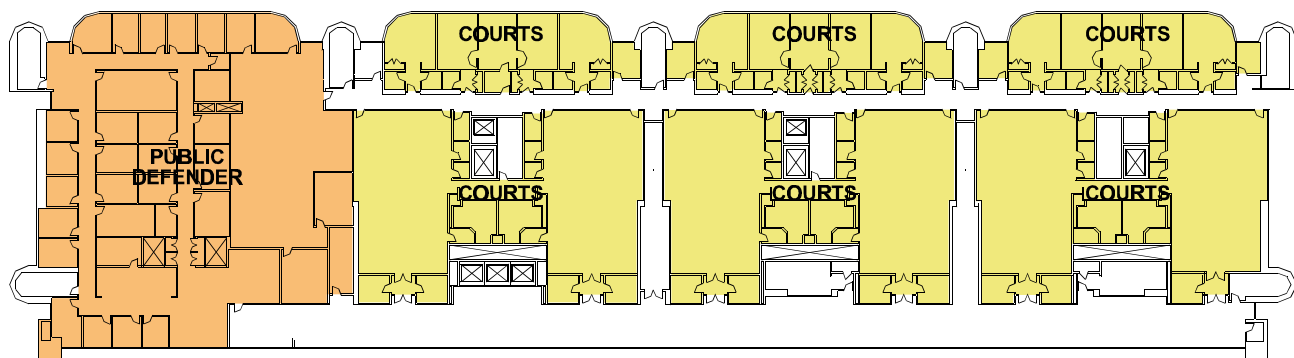
First Floor Plan ( East & West )

Figure 4-14  
FOOTHILL COMMUNITIES LAW AND JUSTICE CENTER  
SECOND FLOOR PLAN (EAST & WEST)



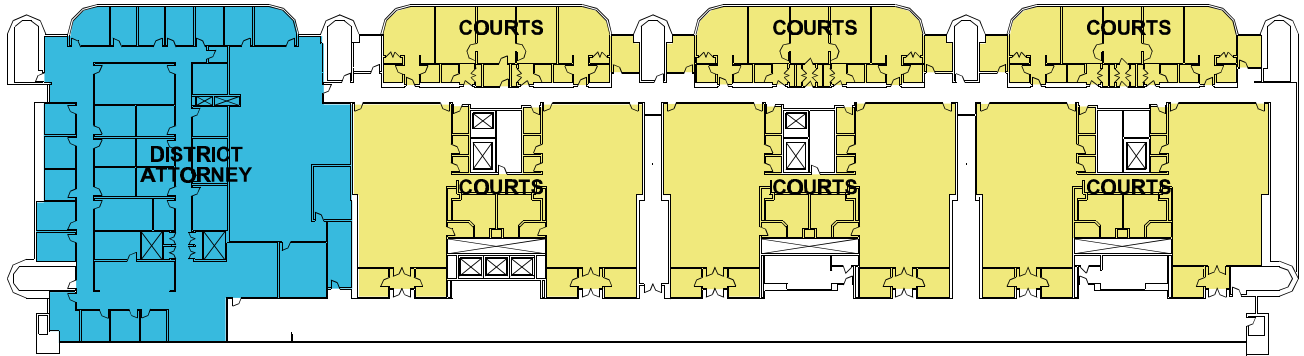
Second Floor Plan ( East & West )

Figure 4-15  
FOOTHILL COMMUNITIES LAW AND JUSTICE CENTER  
THIRD FLOOR PLAN (EAST & WEST)



Third Floor Plan ( East & West )

Figure 4-16  
FOOTHILL COMMUNITIES LAW AND JUSTICE CENTER  
FOURTH FLOOR PLAN (EAST & WEST)



Fourth Floor Plan ( East & West )

### Anticipated Growth in the Rancho Court

As shown in Table 4-14, approximately 161 court staff support the 17 judicial officers. An additional 192 staff are housed in the courthouse from ancillary agencies.

Table 4-14  
RANCHO CUCAMONGA COURT PERSONNEL – 1998

<b><i>Court Personnel</i></b>	
Judicial Officers	17
Court Staff	161
<i>Total Court Personnel</i>	<i>178</i>
<b><i>Outside Agency Personnel</i></b>	
District Attorney	54
Public Defender	40
Marshal	40
Probation	53
Sheriff's Holding	5
<i>Total Outside Personnel</i>	<i>192</i>
<b>Total Rancho Court Personnel</b>	<b>370</b>

The Rancho Courthouse manages the second largest number of filings in the County. Table 4-15 shows the increase in the area's population over the years since 1990-91. A slight decline (10%) in total filings has occurred since 1990. However, with a major percentage of the County's 20-year growth predicted for the region served by this court, the total number of filings in the Rancho Court is expected to double over the next 20 years. The existing facility cannot manage this level of increase without additional space.

Table 4-15  
RANCHO CUCAMONGA COURT FILINGS PROJECTIONS BY COURT TYPE

<b>Rancho Cucamonga Population</b>	<b>1991-92</b>	<b>1992-93</b>	<b>1993-94</b>	<b>1994-95</b>	<b>1995-96</b>	<b>1996-97</b>	<b>2010</b>	<b>2020</b>
	<b>353,811</b>	<b>360,854</b>	<b>367,897</b>	<b>374,939</b>	<b>381,982</b>	<b>389,025</b>	<b>550,741</b>	<b>679,635</b>
<b>COURT TYPE</b>								
Criminal	36,682	33,572	44,488	30,991	29,759	29,651	50,890	62,800
Civil	9,527	8,980	9,470	10,143	8,973	9,232	13,936	17,198
Juvenile Delinquency	0	0	0	0	0	0	0	0
Family Law	2,899	2,854	2,885	2,678	2,563	2,448	3,853	4,755
Civil Petitions	3,020	3,171	2,981	3,740	4,740	5,490	5,684	7,014
Juvenile Dependency	0	0	0	0	0	0	0	0
Small Claims	6,763	6,234	5,775	5,896	6,201	5,526	9,019	11,129
Mental Health	33	14	2	14	7	6	19	24
Appeals	348	206	344	184	135	103	330	408
Probate	372	324	326	300	297	293	474	585
Traffic	63,445	63,429	65,162	61,376	59,217	56,592	91,460	112,865
<b>Total Filings</b>	<b>123,089</b>	<b>118,784</b>	<b>131,433</b>	<b>115,322</b>	<b>111,892</b>	<b>109,341</b>	<b>175,665</b>	<b>216,778</b>

Similar to the remainder of San Bernardino County, a shift in the type of filings coming into this courthouse has occurred. In 1991-92, 62% of all non-traffic filings were criminal complaints. In 1996-97, this number had dropped to only 56%. With civil complaints of various types increasing, it is interesting to note that compared to the population growth, the rate of civil complaints has dropped from an average of 27 complaints per 1,000 population to only 23 complaints per 1,000 in 1995-96 and 1996-97.

The areas of rapid growth that will most impact the physical needs for this Regional Justice Center will be civil and traffic filings. The significant increase in criminal filings will require the allocation of as many as 11 of the 19 (25) courtrooms for this purpose. The other area of significant increase is traffic filings, which currently have the tendency to bring high volumes of citizens to the court for fine payments and court appearances.

### **Recommended Future Use of Court Facility**

The Rancho Cucamonga Court should serve as the Regional Justice Center for the western portion of the County even though under both options a new facility is proposed in the West Valley. This facility has a significant useful life remaining and can play an integral role in managing the future growth.

Option A includes a new facility consisting of seven criminal hearing rooms near the West Valley Detention Center. The purpose of this new type of courts complex is to conduct all pre-trial activities prior to a bench or jury trial at a facility that is adjacent to the Detention Center. This should reduce the overall transportation of inmates by as much as 80%. One hearing room at this complex would be designated for juvenile delinquency hearings. This facility will require approximately 87,000 SF of space (26,000 SF for seven hearing room, plus 61,000 SF for related staff offices).

Under this Option, the existing Rancho Cucamonga Courthouse will maintain seven criminal courtrooms, five civil courtrooms, two family law courts, one courtroom each for juvenile delinquency and dependency, and one courtroom each for mental health, probate, and traffic cases. This option maintains the Rancho Cucamonga Courthouse at its current 19 courts, with related office space. To bring this court up to the recommended staffing/space standard, an additional 44,000 SF will be required to house court-related personnel.

Overall, Option A recommends construction of 131,000 SF of new court and court-related office space in the West Valley, producing a total of 19 courtrooms as specified in the Rancho Cucamonga Courthouse, plus seven hearing/arraignment rooms at a new West Valley facility. The estimated cost of this option is \$30 million, as shown in Table 4-16 on the following page.

Table 4-16  
**NEW WEST VALLEY//RANCHO CUCAMONGA BUILDING PLAN – OPTION A – 2010**

Option A Building Plan 2010	# of Courtrooms	Space Standard	Total Court Sq. Ft.	Staff						Total Staff	Total Support Sq. Ft.	GRAND TOTAL SQ. FT.
				Court Services	District Attorney	Public Defender	Marshall	Probation				
New West Valley - New Courthouse												
Criminal	6	3,000	18,000	66	48	24	12	36	186	41,550	59,550	
Civil	0	7,000	-	0	0	0	0	0	0	-	-	
Juvenile Delinquency	1	3,000	3,000	11	8	4	2	6	31	6,925	9,925	
Juvenile Dependency	0	3,500	-	0	0	0	0	0	0	-	-	
Family Law	0	5,500	-	0	0	0	0	0	0	-	-	
Small Claims	0	3,500	-	0	0	0	0	0	0	-	-	
Mental Health	0	3,500	-	0	0	0	0	0	0	-	-	
Probate	0	3,500	-	0	0	0	0	0	0	-	-	
Traffic	0	6,500	-	0	0	0	0	0	0	-	-	
TOTALS	7	n/a	21,000	77	56	28	14	42	217	48,475	69,475	
Grossing @25%			5,250								12,119	17,369
NEW TOTAL SQ. FT.			26,250								60,594	86,844
Rancho Cucamonga Existing Court Space (for renovation and addition)												
Criminal	7	6,480	45,360	0	0	0	0	0	0	-	-	
Civil	5	6,480	32,400	0	0	0	0	0	0	-	-	
Juvenile Delinquency	1	6,480	6,480	0	0	0	0	0	0	-	-	
Juvenile Dependency	1	6,480	6,480	0	0	0	0	0	0	-	-	
Family Law	2	6,480	12,960	0	0	0	0	0	0	-	-	
Small Claims	0	6,480	-	0	0	0	0	0	0	-	-	
Mental Health	1	6,480	6,480	0	0	0	0	0	0	-	-	
Probate	1	6,480	6,480	0	0	0	0	0	0	-	-	
Traffic	1	6,480	6,480	0	0	0	0	0	0	-	-	
TOTAL EXISTING	19	n/a	123,120	88	46	45	4	55	237	36,336	159,456	
Required New Staff Space				121	26	-9	34	-1		44,511	44,511	
Total Required Sq. Ft. (New & Existing)			149,370							141,441	290,811	
				Less Sq. Ft. in Existing Courthouse							159,456	
			TOTAL SQ. FT. FOR NEW AND SHELLLED CONSTRUCTION							131,355		
Total Courtrooms		26										
Total Staff and Judicial Officers			286	128	64	52	96	652				
			Estimated Construction Cost									
			New Construction @ Avg. \$222/SF								\$	29,125,950
			Shelled Space @ \$119/SF								\$	-
			Renovation @ Avg. \$107/SF								\$	-
			CIP Costs @ Current Reported Estimate								\$	965,000
			TOTAL ESTIMATED CONSTRUCTION COST								\$	30,090,950

Source: CGA Consulting Services, Inc.; October 1998.

Source: CGA Consulting Services, Inc.; October 1998.

**Notes:**

1. The space for the new Criminal Hearings Court **does not** include shelling in the additional required courts for 2020 (3).
2. Future expansion will be through horizontal construction.
3. The area for courtsets in the existing Courthouse has been divided by 19. Existing courtrooms will be used.
4. The space standards for new courtrooms and staff spaces include a 35% departmental grossing factor.
5. A 25% factor has been added for lobbies, toilets, mechanical rooms, stairs and elevators, holding, unassigned spaces.
6. For the existing Courthouse, the number of existing staff is the current space divided by the available square feet.
7. New staff is derived by a standard per judge less current staff based upon dividing existing space by the space standard.
8. The total staff and judicial officers is the actual staff required depending upon the proposed use of the courtrooms.
9. The CIP cost has been taken from the Division of Court Services estimates.
10. All costs (except CIP) have been inflated through 2005.
11. New staff office construction @ \$190/SF.
12. The "New Construction" includes the courts @ \$238/SF and the additional office needs @ \$190/SF.
13. Juvenile costs are included.



# SAN BERNARDINO COUNTY COURTS MASTER PLAN

## Chapter 4—Development of Strategic Plan

As shown in Table 4-17, Option B continues the use of the Rancho Court in the original configuration of 18 courtrooms but re-designates the courts for predominantly criminal and juvenile delinquency cases. Two of the 18 courts would be used to handle the region's traffic cases, leaving 14 adult criminal courts and two juvenile delinquency courts in the existing courthouse. This option requires an additional 81,000 SF of court-related office space, according to recommended space standards.

Table 4-17  
NEW WEST VALLEY//RANCHO CUCAMONGA BUILDING PLAN – OPTION B – 2010

Option B Building Plan 2010	# of Courtrooms	Space Standard	Total Court Sq. Ft.	Staff						Total Staff	Total Support Sq. Ft.	GRAND TOTAL SQ. FT.
				Court Services	District Attorney	Public Defender	Marshall	Probation				
New West Valley - New Courthouse												
COURTHOUSE	Criminal	0	3,000	-	0	0	0	0	0	0	-	-
	Civil	4	7,000	25,000	44	0	0	8	0	52	10,900	35,900
	Juvenile Delinquency	0	3,000	-	0	0	0	0	0	0	-	-
	Juvenile Dependency	1	3,500	3,500	11	0	0	2	0	13	2,725	6,225
	Family Law	3	5,500	16,500	33	0	0	6	0	39	8,175	24,675
	Small Claims	0	3,500	-	0	0	0	0	0	0	-	-
	Mental Health	0	3,500	-	0	0	0	0	0	0	-	-
	Probate	0	3,500	-	0	0	0	0	0	0	-	-
	Traffic	0	6,500	-	0	0	0	0	0	0	-	-
	TOTALS	8	n/a	45,000	88	0	0	16	0	104	21,800	66,800
Grossing @25%				11,250						5,450		16,700
NEW TOTAL SQ. FT.				56,250						27,250		83,500
Rancho Cucamonga Existing Court Space (for renovation and addition)												
COURTHOUSE	Criminal	14	6,480	90,720	0	0	0	0	0	0	-	-
	Civil	0	6,480	-	0	0	0	0	0	0	-	-
	Juvenile Delinquency	2	6,480	12,960	0	0	0	0	0	0	-	-
	Juvenile Dependency	0	6,480	-	0	0	0	0	0	0	-	-
	Family Law	0	6,480	-	0	0	0	0	0	0	-	-
	Small Claims	0	6,480	-	0	0	0	0	0	0	-	-
	Mental Health	0	6,480	-	0	0	0	0	0	0	-	-
	Probate	0	6,480	-	0	0	0	0	0	0	-	-
	Traffic	2	6,480	12,960	0	0	0	0	0	0	-	-
	TOTAL EXISTING	18	n/a	116,640	117	46	45	4	55	266	42,588	159,228
Required New Staff Space				81	99	27	32	53		80,559	80,559	
Total Required Sq. Ft. (New & Existing)				172,890						150,397		323,287
				Less Sq. Ft. in Existing Courthouse								159,228
TOTAL SQ. FT. FOR NEW CIVIL COURT And ADDITIONAL OFFICE SPACE												164,059
Total Courtrooms 26												
Total Staff and Judicial Officers				286	145	72	52	108	689			
				Estimated Construction Cost								
				New Construction @ Avg. \$213/SF						\$	35,179,163	
				Shelled Space @ \$119/SF						\$	-	
				Renovation @ Avg. \$107/SF						\$	-	
				CIP Costs @ Current Reported Estimate						\$	965,000	
				TOTAL ESTIMATED CONSTRUCTION COST						\$	36,144,163	

Source: CGA Consulting Services, Inc.; October 1998.

Source: CGA Consulting Services, Inc.; October 1998.

### Notes:

1. The space for the new Criminal Hearings Court **does not** include shelling in the additional required courts for 2020 (9).
2. Future expansion will be through horizontal construction.
3. The area for courtsets in the existing Courthouse has been divided by 19. Eighteen existing courtrooms will be used.
4. The space standards for new courtrooms and staff spaces include a 35% departmental grossing factor.
5. A 25% factor has been added for lobbies, toilets, mechanical rooms, stairs and elevators, holding, unassigned spaces.
6. For the existing Courthouse, the number of existing staff is the current space divided by the available square feet.
7. New staff is derived by a standard per judge less current staff based upon dividing existing space by the space standard.
8. The CIP cost has been taken from the Division of Court Services estimates.
9. All costs (except CIP) have been inflated through 2005.
10. Courthouse construction computed @ \$238/SF; new staff office construction @ \$190/SF, or an average of \$213/SF.
11. Juvenile costs are included.

In addition to the change in mission at the Rancho Courthouse, this option recommends the construction of a new 8-court facility in the West Valley. This new facility would house four civil courts (7,000 SF each), one dependency court (3,500 SF), and three family law courts (5,500 SF each). The size of this new facility will also include related court services and bailiff staff, for a total of 83,500 SF.

The approximate cost of the new West Valley Facility and the additional office space required for the Rancho Cucamonga Courthouse under Option B is \$36 million.

## CHINO

### Current Facility Features, Location, Operational Description

The Chino Courthouse is located in the southwestern corner of the County, adjacent to Los Angeles and Orange counties. The Rancho Cucamonga courthouse is located approximately 40 minutes to the northeast. The Chino Court has served this area of the County as a Justice of the Peace and Municipal court for years.

The courthouse has two currently utilized and one potential courtrooms; one of which is on the second floor of the facility. This courtroom is not currently being fully utilized, but is expected to be fully utilized starting in 1998. The holding area within this court is inadequate for the current level of felony cases, but the remainder of the court provides ample space for the two judges, 20 court employees, and 16 additional staff from other County agencies.

The Chino Court has 34,726 total square feet, or 11,600 square feet per court assuming the utilization of the courtroom on the second floor. While this is slightly lower than the suggested minimum square feet per courtroom for small jury trial court sets, the current volume of business at the Chino Court is easily accommodated in this area.

The first level houses the two jury trial courtroom sets, the court services area, jury assembly, the District Attorney, and holding cells. An additional potential courtroom set and the Public Defender is located at the second level.

Figures 4-17 and 4-18, on the following pages, illustrate the configuration of the Chino Court.

### CIP to Maintain Facility

Approximately \$362,000 has been identified by the County for short-term improvements to the Chino Court, including a fourth court. The largest cost is to convert the space on the second floor to a court set. The remainder of the CIP funds would address a host of minor repairs and cosmetic improvements.

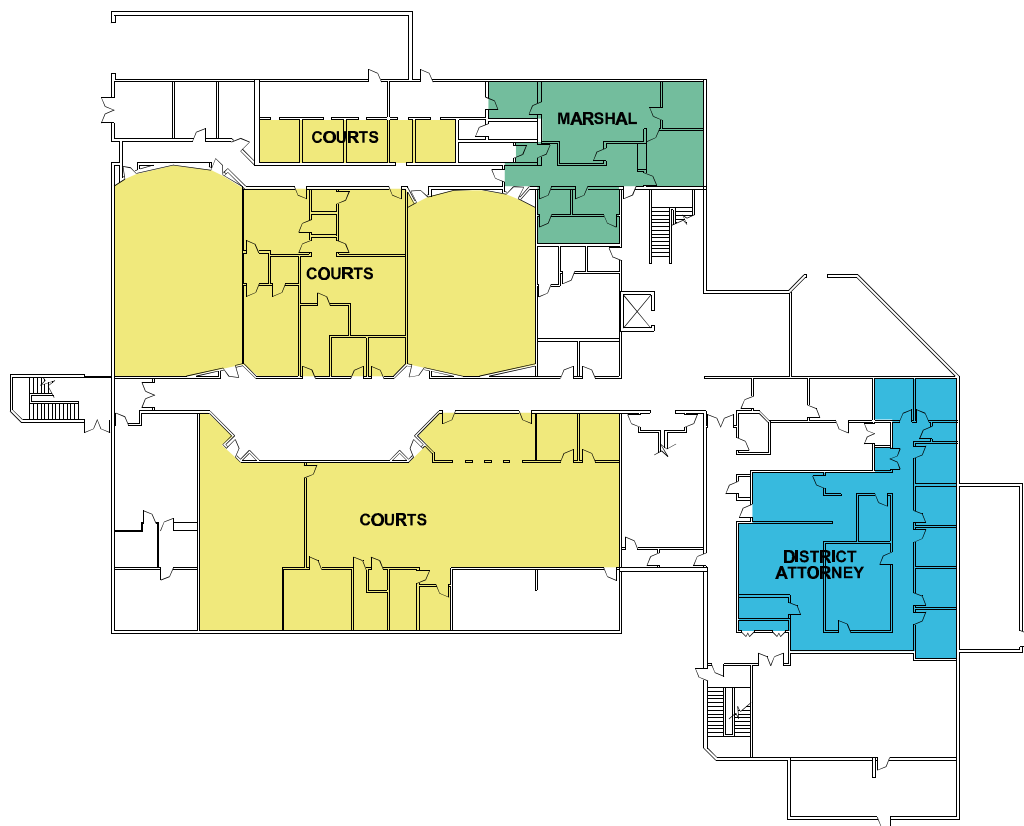
### Anticipated Growth in the Chino Court

Personnel housed within the Chino courthouse include staff from the District Attorney's office, the Public Defender, and 6 Marshals for court security. In addition to court related organizations, the courthouse also provides office space to Public Health and Agricultural personnel. Table 4-18 identifies the staff assigned to the Chino Court.

Table 4-18  
CHINO COURT PERSONNEL – 1998

<b>Court Personnel</b>	
Judicial Officers	2
Court Staff	20
<i>Total Court Personnel</i>	22
<b>Outside Agency Personnel</b>	
District Attorney	7
Public Defender	2
Marshal	6
Probation	0
Sheriff's Holding	0
<i>Total Outside Personnel</i>	15
<b>Total Chino Court Personnel</b>	<b>37</b>

Figure 4-17  
**CHINO BRANCH OFFICE BUILDING**  
**FIRST LEVEL FLOOR PLAN**



FIRST LEVEL FLOOR PLAN

Figure 4-18  
**CHINO BRANCH OFFICE BUILDING**  
**SECOND LEVEL FLOOR PLAN**



types as Table 4-19 illustrates, all types of filings (except civil) have contributed to this decrease. During the same time period civil complaints have actually increased. This reflects a shift in the type of complaint filed in

In 1990-91, 75% of the non-traffic filings were criminal and 25% were for civil or small claims offenses. By 1996-97, 55% of all non-traffic filings were for civil or small claims and only 45% were for criminal offenses.

trends and is predominantly a ratio of filing rates per 100,000 residents. The Chino Dairy Preserve is the largest and most attractive undeveloped area in the County (perhaps in Southern California), and the

potential four times increase expected in criminal filings, the Chino Court is not the best location to manage this potential caseload.

CHINO COURT F		PROJECTIONS BY COURT TYPE						
Chino Population	1991-92	1992-93	1993-94	1994-95	1995-96	1996-97	2010	2020
	75,628	83,917	92,205	100,493	108,781	117,070	256,741	366,226
<b>COURT TYPE</b>								
Criminal	9,500	7,349	6,067	6,085	6,168	5,263	14,635	20,876
Civil	1,806	1,611	1,673	2,351	3,079	3,519	6,118	8,727
Juvenile Delinquency	0	0	0	0	0	0	0	0
Family Law	0	0	0	0	0	0	0	0
Civil Petitions	0	0	0	0	0	0	0	0
Juvenile Dependency	0	0	0	0	0	0	0	0
Small Claims	1,464	1,304	1,184	2,067	3,325	2,899	5,290	7,546
Mental Health	0	0	0	0	0	0	0	0
Appeals	0	0	0	0	21	31	20	28
Probate	0	0	0	0	0	0	0	0
Traffic	13,655	18,030	12,296	8,795	9,143	9,154	33,313	47,519
<b>Total Filings</b>	<b>26,425</b>	<b>28,294</b>	<b>21,220</b>	<b>19,298</b>	<b>21,736</b>	<b>20,866</b>	<b>59,376</b>	<b>84,696</b>

### Recommended Future Use of Court Facility

Options A and B for the Chino Court are very similar. Each recommends that the facility should not be expanded, nor used for in-custody criminal proceedings or trials, and that the court should become more of a community service court. This means assigning criminal court activity to the regional center, in the Rancho Cucamonga Courthouse. The Chino Court under Option A is used only for civil, small claims, and traffic cases. Under Option B, one court is designated for family law and the remaining two courts are used for small claims and traffic. One of these courtrooms should be equipped for video conferencing in the future. Tables 4-20 and 4-21, as shown on the following pages, depict Options A and B for the Chino Court.

Both of these options require less square footage than is currently available within the existing courthouse. Option A leaves 8,700 SF for other use, and Option B leaves 9,600 SF for other use. No costs are associated with either option besides the \$75,000 CIP already planned for the facility. The \$75,000 CIP eliminates the creation of a fourth courtroom as not integral to the recommended future use in this Master Plan.

Table 4-20  
**CHINO COURT BUILDING PLAN – OPTION A – 2010**

Option A Building Plan 2010	# of Courtrooms	Space Standard	Total Court Sq. Ft.	Staff						Total Support Sq. Ft.	GRAND TOTAL SQ. FT.	
				Court Services	District Attorney	Public Defender	Marshall	Probation	Total Staff			
Chino Proposed Court Space Plan												
C O U R T R O O M S	Criminal	0	0	-	0	0	0	0	0	0	-	-
	Civil	1	0	2,820	0	0	0	0	0	0	-	-
	Juvenile Delinquency	0	0	-	0	0	0	0	0	0	-	-
	Juvenile Dependency	0	0	-	0	0	0	0	0	0	-	-
	Family Law	0	0	-	0	0	0	0	0	0	-	-
	Small Claims	1	0	2,820	0	0	0	0	0	0	-	-
	Mental Health	0	0	-	0	0	0	0	0	0	-	-
	Probate	0	0	-	0	0	0	0	0	0	-	-
	Traffic	1	0	2,820	0	0	0	0	0	0	-	-
TOTAL EXISTING		3	n/a	8,460	54	13	6	12	7	92	18,295	26,755
Required Staff Space				8,460	-21	-5	-2	-3	-1	-32	(8,714)	(254)
Total Available Sq. Ft.				8,460							18,295	26,755
AREA REQUIRED FOR COURT USE												18,041
Area Available for Other Uses												8,714
Total Courtrooms		3										
Total Staff and Judicial Officers					33	8	4	9	6	63		
			Estimated Construction Cost									
			New Construction @ Avg. \$238/SF									\$ -
			Shelled Space @ \$119/SF									\$ -
			Renovation @ Avg. \$107/SF									\$ -
			CIP Costs @ Current Reported Estimate									\$ 75,000
			TOTAL ESTIMATED CONSTRUCTION COST									\$ 75,000

Source: CGA Consulting Services, Inc.; October 1998.

Source: CGA Consulting Services, Inc.; October 1998.

**Notes:**

1. The area for courtsets in the existing Courthouse has been divided by 3. Existing courtrooms will be used.
2. For the existing Courthouse, the number of existing staff is the current space divided by the available square feet.
3. New staff is derived by a standard per judge less current staff based upon dividing existing space by the space standard.
4. The total staff and judicial officers is the actual staff required depending upon the proposed use of the courtrooms.
5. The CIP cost has been taken from the Division of Court Services estimates.
6. The future use of Chino Courthouse requires less space than is currently available.

Table 4-21  
**CHINO COURT BUILDING PLAN – OPTION B – 2010**

Option B Building Plan 2010		# of Courtrooms	Space Standard	Total Court Sq. Ft.	Staff						Total Support Sq. Ft.	GRAND TOTAL SQ. FT.
					Court Services	District Attorney	Public Defender	Marshall	Probation	Total Staff		
Chino Proposed Court Space Plan												
COURTROOMS	Criminal	0	0	-	0	0	0	0	0	0	-	-
	Civil	0	0	-	0	0	0	0	0	0	-	-
	Juvenile Delinquency	0	0	-	0	0	0	0	0	0	-	-
	Juvenile Dependency	0	0	-	0	0	0	0	0	0	-	-
	Family Law	1	0	2,820	0	0	0	0	0	0	-	-
	Small Claims	1	0	2,820	0	0	0	0	0	0	-	-
	Mental Health	0	0	-	0	0	0	0	0	0	-	-
	Probate	0	0	-	0	0	0	0	0	0	-	-
	Traffic	1	0	2,820	0	0	0	0	0	0	-	-
TOTAL EXISTING		3	n/a	8,460	54	13	6	12	7	92	18,295	26,755
Required Staff Space				-21	-5	-2	-9	-1	-37	(9,579)	(9,579)	
Total Available Sq. Ft.				8,460						18,295	26,755	
				AREA REQUIRED FOR COURT USE							17,176	
				Area Available for Other Use							9,579	
Total Courtrooms		3										
Total Staff and Judicial Officers				33	8	4	3	6	57			
				Estimated Construction Cost								
				New Construction @ Avg. \$238/SF								\$ -
				Shelled Space @ \$119/SF								\$ -
				Renovation @ Avg. \$107/SF								\$ -
				CIP Costs @ Current Reported Estimate								\$ 75,000
				TOTAL ESTIMATED CONSTRUCTION COST								\$ 75,000

Source: CGA Consulting Services, Inc.; October 1998.

Source: CGA Consulting Services, Inc.; October 1998.

**Notes**

1. The area for courtsets in the existing Courthouse has been divided by 3. Existing courtrooms will be used.
2. For the existing Courthouse, the number of existing staff is the current space divided by the available square feet.
3. New staff is derived by a standard per judge less current staff based upon dividing existing space by the space standard.
4. The total staff and judicial officers is the actual staff required depending upon the proposed use of the courtrooms.
5. The CIP cost has been taken from the Division of Court Services estimates.
6. The future use of Chino Courthouse requires less space than is currently available.



## VICTORVILLE

### Current Facility Features, Location, Operational Description

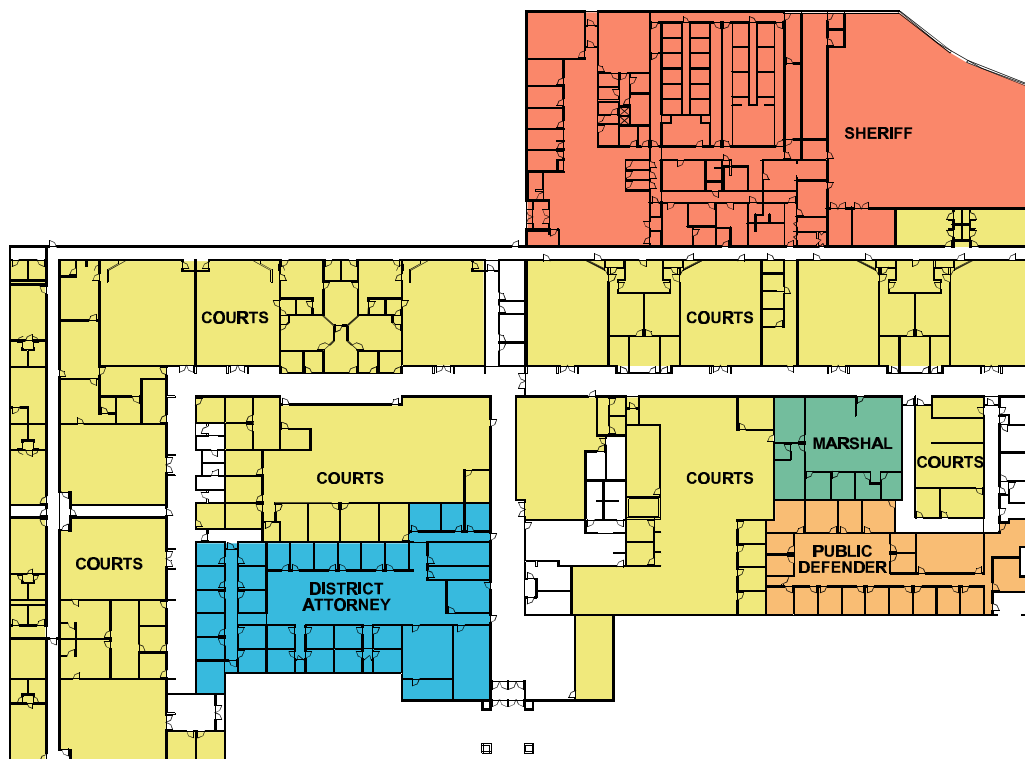
Located in the High Desert, Victorville is the center of an expected high growth area of the County. The Courthouse is a former Municipal Court that has expanded over the years to become a major full-service court located approximately one hour from San Bernardino.

The Victorville Court has 11 courtrooms with renovations to add two courtrooms underway at the time of the study. All courtrooms are standard size except the two under construction. Of these two, one courtroom will be used for family law and the other for criminal hearings. The Family Law courtroom is slightly smaller than the rest, with space for two clerks, a corner bench, a 14-person jury, bailiff area, jury deliberation room, exhibit vault, and two holding cells. The larger of the two new courtrooms is similar in configuration to the other, but also has room for 100 spectators and is used for long-cause trials.

The single story Victorville Court is a “double-loaded corridor” concept with courtrooms along one side and offices along the opposite side of the corridor. Unfortunately, this design approach, along with the relatively narrow central corridor, contributes to a high degree of congestion when all courts are in session. The Court contains 84,194 square feet, or 7,650 square feet per courtroom, well below the suggested minimum square feet per full service courtroom.

Figure 4-19 illustrates the current configuration with the Sheriff’s substation and holding area at the rear of the courts.

Figure 4-19  
VICTORVILLE COURTHOUSE RENOVATION & ADDITION



### **CIP to Maintain Facility**

The County CIP includes approximately \$300,000 for a range of activities including remodeling courtrooms, sound proofing, improved lighting, carpet replacement, and other minor improvements. These improvements should proceed regardless of the future of the Victorville Court.

### **Anticipated Growth of the Victorville Court**

Ten judges and two commissioners are assigned to the Victorville Courthouse, hearing all types of cases including civil, criminal, family law and juvenile traffic. An additional 93 court employees support the judicial officers. In addition to the court personnel, staff from the District Attorney's office and the Public Defender's office are housed in the courthouse. Marshals serve as bailiffs and supervise inmate movement within the court. The holding area is staffed by one Sheriff's Deputy, and Probation maintains a group of on-site staff.

Table 4-22 illustrates the disaggregation of the 198 staff currently assigned to the Victorville Court.

Table 4-22  
**VICTORVILLE COURT PERSONNEL – 1998**

<b>Court Personnel</b>	
Judicial Officers	12
Court Staff	93
<i>Total Court Personnel</i>	<i>105</i>
<b>Outside Agency Personnel</b>	
District Attorney	31
Public Defender	17
Marshal	21
Probation	24
Sheriff's Holding	0
<i>Total Outside Personnel</i>	<i>93</i>
<b>Total Victorville Court Personnel</b>	<b>198</b>

As illustrated in Table 4-23 on the following page, the Victorville Court had 60,116 filings in 1996-97. Over the past five years, the number of filings has fluctuated between 56,000 and 65,000, while the population increased from 159,133 to 209,447. Table 4-23 disaggregates the historical filings into different case types for a closer analysis of the types of cases heard in the Victorville Court.

Table 4-23  
**VICTORVILLE COURT FILINGS PROJECTIONS BY COURT TYPE**

<b>Victorville Population</b>	<b>1991-92</b>	<b>1992-93</b>	<b>1993-94</b>	<b>1994-95</b>	<b>1995-96</b>	<b>1996-97</b>	<b>2010</b>	<b>2020</b>
	159,133	169,196	179,259	189,321	199,384	209,447	348,663	456,291
<b>COURT TYPE</b>								
Criminal	15,159	14,140	14,691	16,144	17,361	15,649	29,511	38,621
Civil	4,098	4,613	4,633	4,445	4,393	4,726	8,539	11,174
Juvenile Delinquency	0	0	0	0	0	0	0	0
Family Law	1,792	1,786	1,684	1,634	1,743	1,731	3,303	4,323
Civil Petitions	1,725	3,479	951	4,748	6,040	6,515	7,250	9,488
Juvenile Dependency	0	0	0	0	0	0	18	24
Small Claims	3,574	3,138	3,121	3,398	4,577	4,499	7,020	9,187
Mental Health	0	0	0	0	12	54	18	24
Appeals	178	87	156	112	93	77	228	299
Probate	299	306	274	346	334	293	588	769
Traffic	38,659	34,009	30,507	27,761	27,346	26,572	59,550	77,933
<b>Total Filings</b>	<b>65,484</b>	<b>61,558</b>	<b>56,017</b>	<b>58,588</b>	<b>61,899</b>	<b>60,116</b>	<b>116,025</b>	<b>151,842</b>

As with the Chino Court catchment area, the Victorville area of the County is projected to experience major growth over the next two decades, contributing significantly to the projected increases in filings in many case types although the historical trend has been a slight decline.

The population of the Victorville area is expected to grow to 350,000 by 2010 and to 450,000 by 2020. As noted, this increase in general population is expected to yield a parallel increase in the number of filings for the High Desert area.

### **Recommended Future Use of Court Facility**

Both Options A and B recommend the High Desert area as the future site of one of the County's Regional Justice Centers. Because of anticipated growth in this part of the County, it is likely that the existing Victorville Courthouse will no longer be large enough to handle the court activity. Limited expansion possibilities are evident on the current Victorville Court site without a high rise solution or eliminating virtually all of the surface parking area. Therefore, both Options A and B have assumed that a new site will be required even if, as in Option A, the existing courthouse remains in use. This new facility can be combined with adult holding and juvenile detention to create a new Criminal Justice Complex, or it could simply be a new, larger, more secure court facility. The type of court activity in this new facility will vary slightly in Option A and Option B, depending on the future use of the existing Barstow Courthouse.

Option A recommends the continued use of at least eight (8) of the existing Victorville courtrooms, and the construction of a 10-court criminal facility to meet anticipated needs in the year 2010. This facility will contain eight (8) criminal courts (5,500 SF each) and two (2) juvenile delinquency courts (5,500 SF each). With the related office staff, this court facility will be approximately 155,300 SF, and will cost approximately \$46 million (in 2005 dollars) to build. Due to the condition of the existing Victorville Courthouse, an additional \$6.9 million is recommended to upgrade the facility for continued use as an 8 – 11 courtroom facility.

Option B recommends the construction of a 16-court facility to meet the needs in 2010. This full service court will have a focus on detained criminal cases and civil/family law/juvenile cases. Ten of the courts (5,500 SF each) will be designated for criminal. The facility will also contain two civil courts (7,000 SF each), two juvenile delinquency courts (5,500 SF each), one juvenile dependency court (3,500 SF), and one family law court (5,500 SF). The estimated cost of this 229,000 SF facility is \$54 million in 2010 dollars.

Options A and B for the Victorville Court are presented in Table 4-24 and Table 4-25, respectively, on the following pages.

Table 4-24  
**VICTORVILLE/HIGH DESERT BUILDING PLAN – OPTION A – 2010**

Option A Building Plan 2010	# of Courtrooms	Space Standard	Total Court Sq. Ft.	Staff						Total Support Sq. Ft.	GRAND TOTAL SQ. FT.
				Court Services	District Attorney	Public Defender	Marshall	Probation	Total Staff		
Existing Victorville Courthouse											
Criminal	0	5,500	-	0	0	0	0	0	0	-	-
Civil	2	5,500	11,000	0	0	0	0	0	0	-	11,000
Juvenile Delinquency	0	5,500	-	0	0	0	0	0	0	-	-
Juvenile Dependency	1	3,500	3,500	0	0	0	0	0	0	-	3,500
Family Law	3	5,500	16,500	0	0	0	0	0	0	-	16,500
Small Claims	0	3,500	-	0	0	0	0	0	0	-	-
Mental Health	0	3,500	-	0	0	0	0	0	0	-	-
Probate	0	3,500	-	0	0	0	0	0	0	-	-
Traffic	2	6,500	13,000	0	0	0	0	0	0	-	13,000
Total Existing Space	8	n/a	44,000	84.2	51.3	18.6	7	0	161	40,194	84,194
Required Staff Space				4	-51	-19	9	0	-56.7	(19,308)	(19,308)
AREA REQUIRED FOR COURT USE										20,887	64,887
Area Available for Other Uses											19,308
Total Staff and Judicial Officers				88	0	0	16	0	112		
High Desert - New Courthouse											
Criminal	8	5,500	44,000	88	64	32	16	48	248	55,400	99,400
Civil	0	7,000	-	0	0	0	0	0	0	-	-
Juvenile Delinquency	2	5,500	11,000	22	16	8	4	12	62	13,850	24,850
Juvenile Dependency	0	3,500	-	0	0	0	0	0	0	-	-
Family Law	0	5,500	-	0	0	0	0	0	0	-	-
Small Claims	0	3,500	-	0	0	0	0	0	0	-	-
Mental Health	0	3,500	-	0	0	0	0	0	0	-	-
Probate	0	3,500	-	0	0	0	0	0	0	-	-
Traffic	0	6,500	-	0	0	0	0	0	0	-	-
TOTALS	10	n/a	55,000	110	80	40	20	60	310	69,250	124,250
Grossing @25%			13,750							17,313	31,063
NEW TOTAL SQ. FT.			68,750							86,563	155,313
Total Courtrooms 10											
Total Staff and Judicial Officers				110	80	40	20	60	320		
Estimated Construction Cost											
New Construction @ Avg. \$238/SF											\$ 46,205,469
Shelled Space @ \$119/SF											\$ -
Renovation @ Avg. \$107/SF											\$ 6,942,856
CIP Costs @ Current Reported Estimate											\$ -
TOTAL ESTIMATED CONSTRUCTION COST											\$ 53,148,324

Source: CGA Consulting Services, Inc.; October 1998.

Source: CGA Consulting Services, Inc.; October 1998.

**Notes:**

1. The space for the new Criminal Hearings Court **does not** include shelling in the additional required courts for 2020 (11).
2. Future expansion will be through horizontal construction.
3. The space standards for new courtrooms and staff spaces include a 35% departmental grossing factor.
4. A 25% factor has been added for lobbies, toilets, mechanical rooms, stairs and elevators, holding, unassigned spaces.
5. All costs have been inflated through 2005.
6. Renovation of the existing Victorville Courthouse is estimated @ \$107/SF.
7. Juvenile construction costs are included.

Table 4-25  
**VICTORVILLE/HIGH DESERT BUILDING PLAN – OPTION B – 2010**

Option B Building Plan 2010	# of Courtrooms	Space Standard	Total Court Sq. Ft.	Staff							Total Support Sq. Ft.	GRAND TOTAL SQ. FT.
				Court Services	District Attorney	Public Defender	Marshall	Probation	Total Staff			
High Desert - New Courthouse												
C O U R T R O O M S	Criminal	10	5,500	55,000	110	80	40	20	60	310	69,250	124,250
	Civil	2	7,000	14,000	22	0	0	4	0	26	5,450	19,450
	Juvenile Delinquency	2	5,500	11,000	22	16	8	4	12	62	13,850	24,850
	Juvenile Dependency	1	3,500	3,500	11	0	0	2	0	13	2,725	6,225
	Family Law	1	5,500	5,500	11	0	0	2	0	13	2,725	8,225
	Small Claims	0	3,500	-	0	0	0	0	0	0	-	-
	Mental Health	0	3,500	-	0	0	0	0	0	0	-	-
	Probate	0	3,500	-	0	0	0	0	0	0	-	-
	Traffic	0	6,500	-	0	0	0	0	0	0	-	-
TOTALS		16	n/a	89,000	176	96	48	32	72	424	94,000	183,000
Grossing @25%				22,250						23,500	45,750	
NEW TOTAL SQ. FT.				111,250						117,500	228,750	
Total Courtrooms 16												
Total Staff and Judicial Officers												176 96 48 32 72 440
Estimated Construction Cost												
New Construction @ Avg. \$238/SF												\$ 54,442,500
Shelled Space @ \$119/SF												\$ -
Renovation @ Avg. \$107/SF												\$ -
CIP Costs @ Current Reported Estimate												\$ -
TOTAL ESTIMATED CONSTRUCTION COST												\$ 54,442,500

Source: CGA Consulting Services, Inc.; October 1998.

Source: CGA Consulting Services, Inc.; October 1998.

**Notes:**

1. The space for the new Criminal Hearings Court **does not** include shelling in the additional required courts for 2020 (9).
2. Future expansion will be through horizontal construction.
3. The space standards for new courtrooms and staff spaces include a 35% departmental grossing factor.
4. A 25% factor has been added for lobbies, toilets, mechanical rooms, stairs and elevators, holding, unassigned spaces.
5. All costs have been inflated through 2005.
6. Juvenile costs are included.

## BARSTOW

### Current Facility Features, Location, Operational Description

The Barstow community is a part of the High Desert area of the County. Similar to Victorville, Barstow is an area destined for population increases over the next two decades. The existing courthouse has evolved from a Justice of Peace facility to a Superior Court.

Located approximately 30 minutes north of Victorville, the Barstow Courthouse is a small 5-courtroom facility split between two floors. At the public entrance level, the courtrooms are predominantly used to hear criminal cases, while the downstairs area is used for civil cases and family court functions. All types of cases are heard in this court except for juvenile, which are heard in the central juvenile court in San Bernardino. A small number of juvenile traffic cases are heard in Barstow in order to keep those youth and their families from the approximately one-and-a-half-hour trip to the Central Court in San Bernardino.

The Barstow Court has 41,436 square feet, or an average of 8,300 square feet per courtroom which was appropriate for a municipal court but is less than a suggested guideline for full jury trial facilities. Figure 4-20 on the following page illustrates the current spaces of the court.

### CIP to Maintain Facility

The existing facility is in need of improvements estimated by the County to cost \$405,000. The major item in this CIP budget is an additional courtroom, which would increase the total to six. Other items on the CIP list include new staff restrooms, a remodeling of the criminal and traffic counter area, re-carpeting, and other minor improvements.

With the exception of the additional courtroom, the other improvements are consistent with this Master Plan.

### Anticipated Growth in the Barstow Court

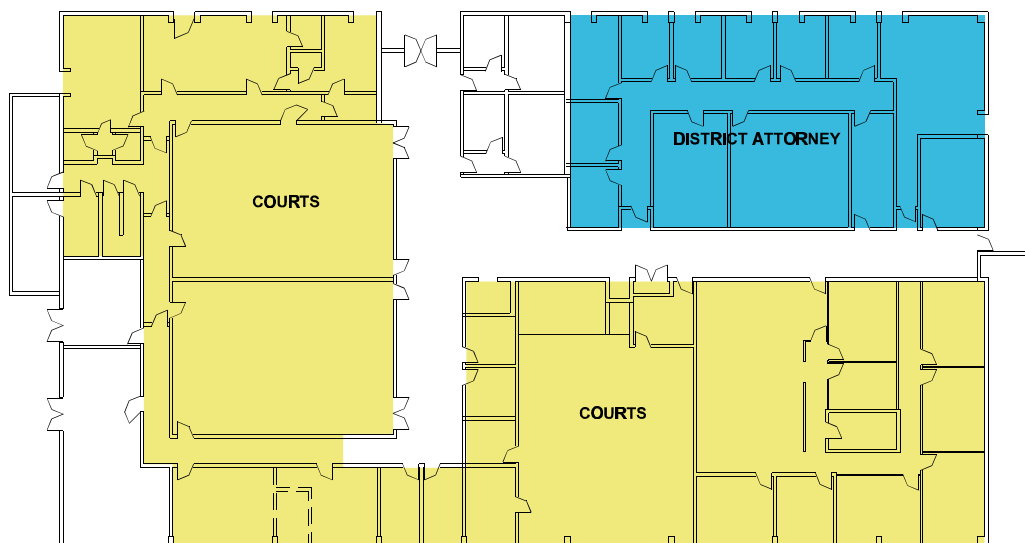
The courtrooms are staffed by four judges and one commissioner, who are supported by approximately 35 courts staff persons. As shown in Table 4-26, the Barstow Court also houses District Attorney, Public Defender, and Probation staff. Marshals provide security in the courtrooms, and a Sheriff's Deputy oversees security within the holding area.

The direct court personnel number 40, with an additional 47 staff assigned to the Court from ancillary agencies.

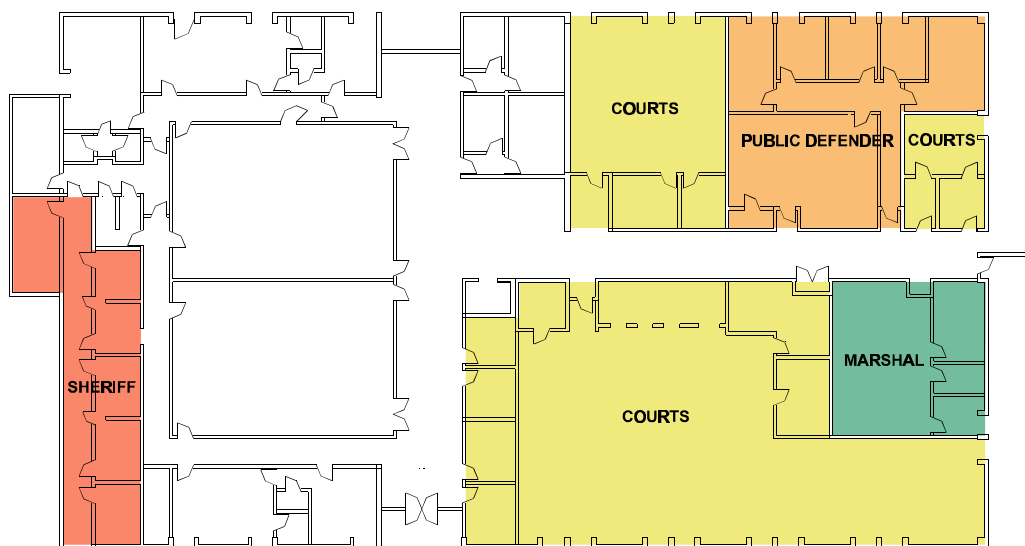
Table 4-26  
BARSTOW COURT PERSONNEL – 1998

<b>Court Personnel</b>	
Judicial Officers	5
Court Staff	35
<i>Total Court Personnel</i>	<i>40</i>
<b>Outside Agency Personnel</b>	
District Attorney	17
Public Defender	9
Marshal	10
Probation	11
Sheriff's Holding	0
<i>Total Outside Personnel</i>	<i>47</i>
<b>Total Barstow Court Personnel</b>	<b>87</b>

Figure 4-20  
**BARSTOW LAW & JUSTICE CENTER**  
**FIRST – SECOND LEVEL FLOOR PLAN**



FIRST LEVEL FLOOR PLAN



SECOND LEVEL FLOOR PLAN

Table 4-27 shows historical filings from 1991-92 to 1996-97 in the Barstow Court. As with most areas of the County, criminal filings are declining, while civil and family law filings are increasing slightly. The total filings since 1991 have decreased dramatically, after a surge in 1992.

Table 4-27  
**BARSTOW COURT FILINGS PROJECTIONS BY COURT TYPE**

<b>Barstow Population</b>	<b>1991-92</b>	<b>1992-93</b>	<b>1993-94</b>	<b>1994-95</b>	<b>1995-96</b>	<b>1996-97</b>	<b>2010</b>	<b>2020</b>
	<b>39,412</b>	<b>40,873</b>	<b>42,333</b>	<b>43,794</b>	<b>45,254</b>	<b>46,715</b>	<b>86,038</b>	<b>117,591</b>
<b>COURT TYPE</b>								
Criminal	6,205	6,230	7,301	6,981	7,262	6,141	13,388	18,298
Civil	889	849	820	824	965	765	1,709	2,336
Juvenile Delinquency	0	0	0	0	0	0	0	0
Family Law	754	980	653	774	612	672	1,493	2,041
Civil Petitions	191	131	310	118	134	137	344	470
Juvenile Dependency	0	0	0	0	0	0	0	0
Small Claims	495	411	345	493	344	504	866	1,184
Mental Health	24	43	3	12	16	11	37	51
Appeals	33	51	19	18	21	14	53	73
Probate	124	120	153	132	118	100	250	342
Traffic	32,711	52,117	31,896	24,527	19,965	17,755	60,798	83,094
<b>Total Filings</b>	<b>41,426</b>	<b>60,932</b>	<b>41,500</b>	<b>33,879</b>	<b>29,437</b>	<b>26,099</b>	<b>78,938</b>	<b>107,889</b>

The Barstow area and surrounding unincorporated areas housed approximately 38,000 people in 1990. By 1997, the population had grown to approximately 48,000 inhabitants. The High Desert area is one of the fastest growing areas in the County, and it is expected that the population will continue to increase rapidly during the early decades of the next millennium. It is this possibility that drives the estimated major increase in filings as more residents move into the service area of the Barstow Court.

### **Recommended Future Use of Court Facility**

Like many of the remote courts in the County that have evolved from “community courts,” a Barstow location for in-custody criminal proceedings is not cost effective from the perspective of inmate transportation. Removal of in-custody criminal proceedings will not mean the loss of all District Attorney, Public Defender, or Sheriff’s Department staff. Some of the staff positions should remain to assist in the out-of-custody proceedings in the Barstow area. In addition, technological improvements that are integral to this plan will mean that many traditional face-to-face transactions can be done electronically.

Therefore, both Options A and B recommend moving in-custody criminal activity from this courthouse to the new High Desert Facility. The mission of the Barstow Courthouse under either option will shift from a full-service court to a community service court, providing civil, family law, and traffic-related services required by the majority of the population. The options vary only in maintaining an out-of-custody juvenile delinquency court capability in Barstow under Option A. In-custody adult and juvenile proceedings should be conducted at the proposed High Desert Regional Justice Complex.

Option A focuses the Barstow Courthouse activity on family law (two courts), juvenile delinquency (one court), and small claims (one court). The fifth court in the existing facility will be used for traffic cases. Table 4-28 shows the space and cost implications of this option.

Using the recommended space standards, this option will leave approximately 1,000 SF of the existing courthouse available for other use.



Table 4-28  
**BARSTOW COURT BUILDING PLAN – OPTION A – 2010**

Option A Building Plan 2010	# of Courtrooms	Space Standard	Total Court Sq. Ft.	Staff						Total Support Sq. Ft.	GRAND TOTAL SQ. FT.	
				Court Services	District Attorney	Public Defender	Marshall	Probation	Total Staff			
Barstow Proposed Court Space Plan												
C O U R T R O O M S	Criminal	0	0	-	0	0	0	0	0	0	-	-
	Civil	0	0	2,410	0	0	0	0	0	0	-	-
	Juvenile Delinquency	1	0	2,410	0	0	0	0	0	0	-	-
	Juvenile Dependency	0	0	-	0	0	0	0	0	0	-	-
	Family Law	2	0	-	0	0	0	0	0	0	-	-
	Small Claims	1	0	2,410	0	0	0	0	0	0	-	-
	Mental Health	0	0	-	0	0	0	0	0	0	-	-
	Probate	0	0	-	0	0	0	0	0	0	-	-
	Traffic	1	0	2,410	0	0	0	0	0	0	-	-
	TOTAL EXISTING	5	n/a	9,640	77	12	6	7	0	103	22,960	32,600
Required Staff Space				9,640	-22	4	2	3	12	-2	(1,055)	8,585
Total Available Sq. Ft.				9,640						22,960		32,600
AREA REQUIRED FOR COURT USE												31,545
Area Available for Other Uses												1,055
Total Courtrooms		5										
Total Staff and Judicial Officers		55 16 8 10 12 106										
			Estimated Construction Cost									
			New Construction @ Avg. \$238/SF									\$ -
			Shelled Space @ \$119/SF									\$ -
			Renovation @ Avg. \$107/SF									\$ -
			CIP Costs @ Current Reported Estimate									\$ 155,000
			TOTAL ESTIMATED CONSTRUCTION COST									\$ 155,000

Source: CGA Consulting Services, Inc.; October 1998.

Source: CGA Consulting Services, Inc.; October 1998.

**Notes:**

1. The area for courtsets in the existing Courthouse has been divided by 5. Existing courtrooms will be used.
2. For the existing Courthouse, the number of existing staff is the current space divided by the available square feet.
3. New staff is derived by a standard per judge less current staff based upon dividing existing space by the space standard.
4. The total staff and judicial officers is the actual staff required depending upon the proposed use of the courtrooms.
5. The CIP cost has been taken from the Division of Court Services estimates.
6. The future use of Barstow Courthouse requires less space than is currently available.

## Chapter 4—Development of Strategic Plan

Option B recommends that juvenile delinquency activity remain in the new High Desert Facility where appropriate holding and security measures can be built into the facility. Under this option, the Barstow Courthouse will hear family law in two courts, small claims cases in one court, and civil cases in one court. Like in Option A, the fifth court will be used for traffic cases. Applying the recommended space standards for court-related office space under this option leaves approximately 6,400 SF available for other use within the existing courthouse. Option B for the Barstow Court is shown in Table 4-29.

There are no costs associated with either Option A or Option B outside of the planned CIP improvements, estimated at \$155,000. This figure does not include the cost of an additional courtroom that was included in the County CIP. The Master Plan does not recommend expanding the Barstow Court.

Table 4-29  
**BARSTOW COURT BUILDING PLAN – OPTION B – 2010**

Barstow Court Building Plan - Option B - 2010												
Option B Building Plan 2010		# of Courtrooms	Space Standard	Total Court Sq. Ft.	Staff						Total Support Sq. Ft.	GRAND TOTAL SQ. FT.
					Court Services	District Attorney	Public Defender	Marshall	Probation	Total Staff		
Barstow Proposed Court Space Plan												
C O U R T R O O M S	Criminal	0	0	-	0	0	0	0	0	0	-	-
	Civil	1	0	2,410	0	0	0	0	0	0	-	-
	Juvenile Delinquency	0	0	-	0	0	0	0	0	0	-	-
	Juvenile Dependency	0	0	-	0	0	0	0	0	0	-	-
	Family Law	2	0	4,820	0	0	0	0	0	0	-	-
	Small Claims	1	0	2,410	0	0	0	0	0	0	-	-
	Mental Health	0	0	-	0	0	0	0	0	0	-	-
	Probate	0	0	-	0	0	0	0	0	0	-	-
	Traffic	1	0	2,410	0	0	0	0	0	0	-	-
TOTAL EXISTING		5	n/a	12,050	77	12	6	7	0	103	22,960	35,010
Required Staff Space					-22	-4	-2	3	6	-20	(6,415)	(6,415)
Total Available Sq. Ft.				12,050						22,960	35,010	
AREA REQUIRED FOR COURT USE												28,595
Area Available for Other Use												6,415
Total Courtrooms		5										
Total Staff and Judicial Officers					55	8	4	10	6	88		
				Estimated Construction Cost								
				New Construction @ Avg. \$238/SF								\$ -
				Shelled Space @ \$119/SF								\$ -
				Renovation @ Avg. \$107/SF								\$ -
				CIP Costs @ Current Reported Estimate								\$ 155,000
				TOTAL ESTIMATED CONSTRUCTION COST								\$ 155,000
Source: CGA Consulting Services, Inc.; October 1998.												

**Notes:**

1. The area for courtsets in the existing Courthouse has been divided by 5. Existing courtrooms will be used.
2. For the existing Courthouse, the number of existing staff is the current space divided by the available square feet.
3. New staff is derived by a standard per judge less current staff based upon dividing existing space by the space standard.
4. The total staff and judicial officers is the actual staff required depending upon the proposed use of the courtrooms.
5. The CIP cost has been taken from the Division of Court Services estimates.
6. The future use of Barstow Courthouse requires less space than is currently available.

## TWIN PEAKS

### Current Facility Features, Location, Operational Description

Located approximately 45 minutes above the City of San Bernardino, the Twin Peaks facility has a judge assigned to serve a unique population living in the mountain/resort area three days per week. From the one jury trial courtroom, Civil, Criminal, Small Claims, and Traffic cases are heard. This relatively remote part of the County is sometimes cut off from the rest of the County due to impassable roads in the winter.

The Court began as a Justice Court and grew as the need increased into a Municipal court with some Superior Court responsibilities. The building has a distinctively “mountain” character and the litigants are welcomed to a true “community court” environment.

The contemporary styled building has 3,320 for all of the functions associated with the former Municipal Court. All of the functions are physically close, and with a Sheriff’s Department district station in the facility, a holding area is available for the infrequent detained litigant. A single office serves the part-time District Attorney function, with additional spaces for probation case workers.

Figure 4-21 on the following page illustrates the floor plan of the Twin Peaks Court.

### CIP to Maintain Facility

The CIP budget includes \$65,000 for an emergency generator. This expenditure is necessary due to the extreme weather conditions that can occur in the mountain area.

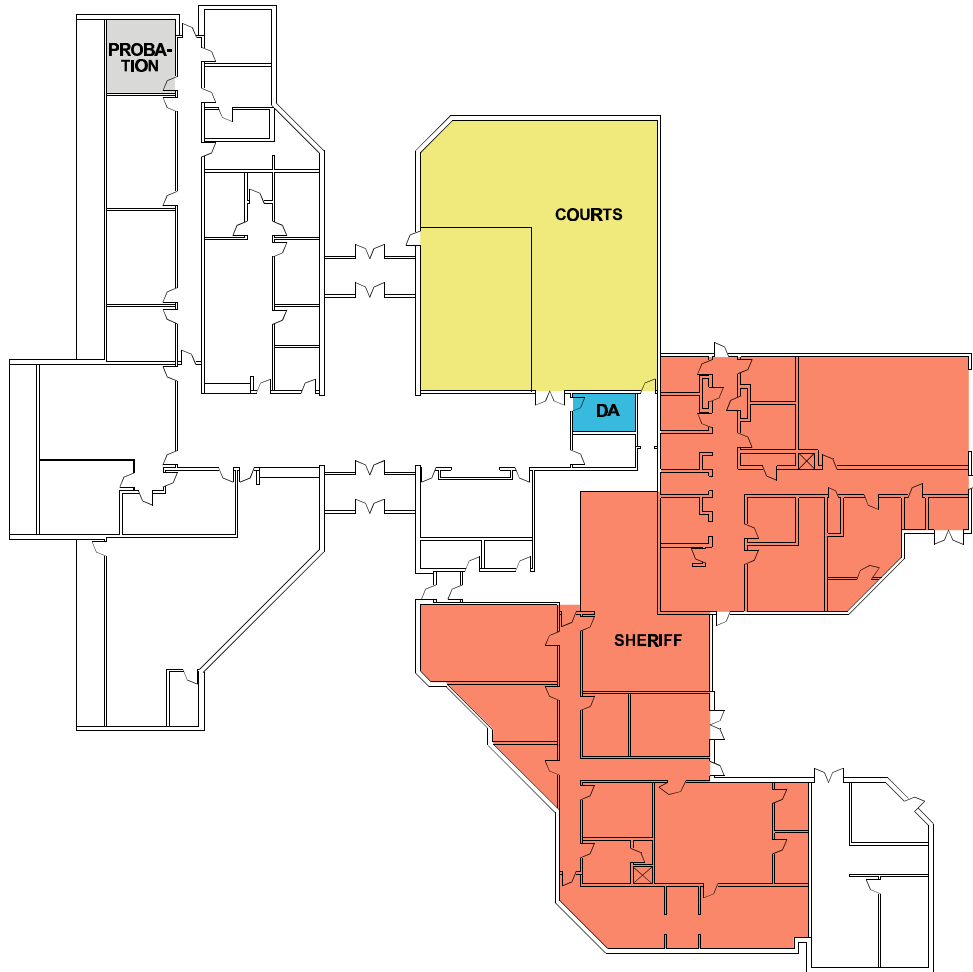
### Anticipated Growth in the Twin Peaks Court

The judge at the Twin Peaks courthouse is supported by a small staff of eight people. One Marshal is assigned for court security, but no full-time representatives are located at Twin Peaks Court from either the District Attorney’s office or from Probation. One day per week there is a representative from the Public Defender’s office on-site. This small court operates efficiently for the mountain population with a minimal staff of 10 as shown in Table 4-30.

Table 4-30  
TWIN PEAKS COURT PERSONNEL – 1998

<b>Court Personnel</b>	
Judicial Officers	1
Court Staff	8
<i>Total Court Personnel</i>	9
<b>Outside Agency Personnel</b>	
District Attorney	0
Public Defender	0.2
Marshal	1
Probation	0
Sheriff’s Holding	0
<i>Total Outside Personnel</i>	1.2
<b>Total Twin Peaks Court Personnel</b>	<b>10.2</b>

Figure 4-21  
**RIM OF THE WORLD BRANCH FACILITIES**  
**FIRST LEVEL FLOOR PLAN**



**FIRST LEVEL FLOOR PLAN**

Despite the small number of staff, the Twin Peaks court has handled a number of filings over the past years. Possibly because of the socio-economic characteristics in this area, there appears to be a low number of filings per capita. As in most court districts, the majority of the filings have historically been for traffic violations. Although approximately 2,000 criminal cases were filed per year since 1994, Twin Peaks is not a high crime area of the County. Most of these filings were misdemeanors associated with the resort nature of the mountain community. Table 4-31 illustrates the historical filings of the Twin Peaks Court.

Table 4-31  
**TWIN PEAKS COURT FILINGS PROJECTIONS BY COURT TYPE**

<i>Twin Peaks Population</i>	<b>1991-92</b>	<b>1992-93</b>	<b>1993-94</b>	<b>1994-95</b>	<b>1995-96</b>	<b>1996-97</b>	<b>2010</b>	<b>2020</b>
	<b>35,055</b>	<b>40,109</b>	<b>45,164</b>	<b>50,218</b>	<b>55,273</b>	<b>60,327</b>	<b>115,129</b>	<b>156,585</b>
<b>COURT TYPE</b>								
Criminal	0	0	0	2,083	1,998	1,937	4,211	5,728
Civil	0	0	0	444	393	414	876	1,191
Juvenile Delinquency	0	0	0	0	0	0	0	0
Family Law	0	0	0	0	0	0	0	0
Civil Petitions	0	0	0	0	0	0	0	0
Juvenile Dependency	0	0	0	0	0	0	0	0
Small Claims	0	0	0	304	294	271	609	828
Mental Health	0	0	0	0	0	0	0	0
Appeals	0	0	0	0	0	0	0	0
Probate	0	0	0	0	0	0	0	0
Traffic	0	0	0	4,221	4,492	5,293	9,712	13,208
<b>Total Filings</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7,052</b>	<b>7,177</b>	<b>7,915</b>	<b>15,408</b>	<b>20,955</b>

Even though the population estimates indicate a more than doubling of criminal filings in 20 years, this is more a reflection of a historical ratio of criminal filings per 100,000 residents than a prediction of a “crime wave” in the mountains.

### **Recommended Future Use of Court Facility**

Even though the Twin Peaks Court operates efficiently with the staff of 10, all of the functions of this staff could be managed either in the San Bernardino or Big Bear Courts. Maintaining a 10-person staff in Twin Peaks reflects a policy choice to provide a high level of judicial services to a selected group of residents in this outlying community.

The high education and income levels in this community suggest that this is a community that will be well prepared to test new technological innovations over the next 20 years. It is recommended that the Twin Peaks community be used to demonstrate any electronic kiosk or other community service innovation to ensure its effectiveness prior to implementation in other areas of the County.

Over the next 10 years, the Twin Peaks Court should continue as a full-service court with the exception of in-custody proceedings that would be transferred to San Bernardino. A shortfall of 2,138 SF exists, using recommended space standards. However, with the transfer of all in-custody proceedings to San no capital expenditures are recommended at this time.

Options A and B for the Twin Peaks Court are presented in Table 4-32 on the following page.

Table 4-32  
**TWIN PEAKS BUILDING PLAN – OPTIONS A & B – 2010**

Options A & B Building Plan 2010					# of Courtrooms	Space Standard	Total Court Sq. Ft.	Court Services	District Attorney	Public Defender	Marshall	Probation	Total Staff	Total Support Sq. Ft.	GRAND TOTAL SQ. FT.
Twin Peaks Proposed Court Space Plan															
COURTROOMS	Criminal	0	0	-	0	0	0	0	0	0	0	0	0	-	-
	Civil	0	0	-	0	0	0	0	0	0	0	0	0	-	-
	Juvenile Delinquency	0	0	-	0	0	0	0	0	0	0	0	0	-	-
	Juvenile Dependency	0	0	-	0	0	0	0	0	0	0	0	0	-	-
	Family Law	0	0	-	0	0	0	0	0	0	0	0	0	-	-
	Small Claims	1	0	1,984	0	0	0	0	0	0	0	0	0	-	-
	Mental Health	0	0	-	0	0	0	0	0	0	0	0	0	-	-
	Probate	0	0	-	0	0	0	0	0	0	0	0	0	-	-
Traffic	0	0	-	0	0	0	0	0	0	0	0	0	-	-	
TOTAL EXISTING		1	n/a	1,984	4	0	0	2	1	7	1,336	3,320			
Required New Staff Space		-			7	0	0	0	0	8	2,138	2,138			
Total Available Sq. Ft.				1,984								1,336	3,320		
								Required Sq. Ft. For Court Use				5,458			
								TOTAL SHORTFALL IN EXISTING SQ. FT. REQUIRED FOR COURTS				2,138			
Total Courtrooms		1													
Total Staff and Judicial Officers		11    0    0    2    0    14													
				Estimated Construction Cost											
				New Construction @ Avg. \$238/SF										\$ -	
				Shelled Space @ \$119/SF										\$ -	
				Renovation @ Avg. \$107/SF										\$ -	
				CIP Costs @ Current Reported Estimate										\$ -	
				TOTAL ESTIMATED CONSTRUCTION COST										\$ -	

Source: CGA Consulting Services, Inc.; October 1998.

Source: CGA Consulting Services, Inc.; October 1998.

**Notes:**

1. The area for courtsets in the existing Courthouse has been divided by 1. The existing courtroom will be used.
2. For the existing Courthouse, the number of existing staff is the current space divided by the available square feet.
3. New staff is derived by a standard per judge less current staff based upon dividing existing space by the space standard.
4. The total staff and judicial officers is the actual staff required depending upon the proposed use of the courtrooms.
5. No CIP cost was identified by the Division of Court Services for Twin Peaks.
6. The future use of Twin Peaks Courthouse requires less space than is currently available.

## BIG BEAR

### Current Facility Features, Location, Operational Description

The Big Bear Court is a small court designed to serve a part of the mountain community that is isolated from the rest of the county during much of the winter. This court was opened in 1994 as a municipal court. It is closest to Twin Peaks (approximately 30 minutes) and to Joshua Tree and Barstow (approximately one hour to either court by different routes).

The existing Court has 6,440 square feet of space associated with the one jury trial courtroom. Figure 4-22 illustrates the configuration of this remote court.

Figure 4-22  
**BIG BEAR LAKE BRANCH BUILDING**  
**FIRST LEVEL FLOOR PLAN**



### **CIP to Maintain Facility**

The CIP identified \$85,000 to remodel an existing office space and to paint and repair several areas of the court. Completion of these items would be in keeping with the Master Plan.

### **Anticipated Growth in the Big Bear Court**

At the time of this study, there was one full-time judge assigned to the court at Big Bear. Nine court staff-persons supported that judge. In addition to the court staff, the Public Defender maintains office space for two full-time staff within the courthouse, and the Marshal has four full-time staff on site. Table 4-33 presents the current total court related staffing of 14.

Table 4-33  
**BIG BEAR COURT PERSONNEL – 1998**

<b><i>Court Personnel</i></b>	
Judicial Officers	1
Court Staff	9
<i>Total Court Personnel</i>	<i>10</i>
<b><i>Outside Agency Personnel</i></b>	
District Attorney	0
Public Defender	2
Marshal	2
Probation	0
Sheriff's Holding	0
<i>Total Outside Personnel</i>	<i>4</i>
<b>Total Big Bear Court Personnel</b>	<b>14</b>

The Big Bear Lake area is relatively isolated from the remainder of the County, and so it seems to have been somewhat protected from the anticipated burgeoning population over the next 20 years. At the same time, with the unincorporated mountain areas that also feed into the Big Bear Court, the population served by the court has almost doubled since 1990.

Table 4-34 illustrates that the criminal filings trend has been downward, while civil filings have remained relatively flat. The traffic filings represent the only area of increase.

Table 4-34  
**BIG BEAR COURT FILINGS PROJECTIONS BY COURT TYPE**

<b><i>Big Bear Population</i></b>	<b>1991-92</b>	<b>1992-93</b>	<b>1993-94</b>	<b>1994-95</b>	<b>1995-96</b>	<b>1996-97</b>	<b>2010</b>	<b>2020</b>
	<b>22,163</b>	<b>24,615</b>	<b>27,068</b>	<b>29,521</b>	<b>31,974</b>	<b>34,426</b>	<b>69,938</b>	<b>93,113</b>
<b>COURT TYPE</b>								
Criminal	0	0	0	2,453	1,466	1,831	4,246	5,919
Civil	0	0	0	368	400	338	811	1,131
Juvenile Delinquency	0	0	0	0	0	0	0	0
Family Law	0	0	0	0	0	0	0	0
Civil Petitions	0	0	0	0	0	0	0	0
Juvenile Dependency	0	0	0	0	0	0	0	0
Small Claims	0	0	0	284	291	288	631	880
Mental Health	0	0	0	0	0	20	14	19
Appeals	0	0	0	0	0	0	0	0
Probate	0	0	0	0	0	0	0	0
Traffic	0	0	0	3,415	2,892	4,349	7,751	10,804
<b>Total Filings</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6,520</b>	<b>5,049</b>	<b>6,826</b>	<b>13,453</b>	<b>18,753</b>



During the brief time this court has been operating, there has been a significant decrease in the number of criminal filings. At the same time, the total number of filings handled at this location has increased slightly, indicating a shift from criminal, civil, and small claims activity to minor offenses such as traffic violations (over 63% of all filings in 1996-97).

Because of the type of filings, this court provides a direct service to a broad spectrum of people residing in the mountain area who would otherwise have to drive a great distance to court. The projected increases in court filings over the next 20 years is more of a function of allocation of anticipated growth in unincorporated areas to the Big Bear Court than it is to actual increase in filings by the mountain residents.

### **Recommended Future Use of Court Facility**

The current level of court filings does not justify the location of 14 county personnel in this court, plus another 10 in Twin Peaks. However, filings alone are not the justification for maintaining a court in an area that can be practically inaccessible during times of the year. There is no doubt that the projected mountain community population of 100,000 by 2010 deserves judicial services, if for nothing else, the difficulty of negotiating winter roads.

Option A recommends that the Big Bear Courthouse continue to function as under the current system, hearing all cases from criminal to small claims as required by the local community. Ideally, in Option A, the criminal cases would involve only out-of-custody defendants. Option B shifts the mission of the court to civil and small claims, and relocates criminal activity to one of the closer full-service regional court centers (San Bernardino or High Desert). In either case, applying the recommended space standards to staff areas show a shortfall—approximately 500 SF under either option. Despite the shortfall, no construction is recommended at this time outside of the \$85,000 in CIP improvements to the existing facility.

Tables 4-35 and 4-36, on the following pages, provide option information for the Big Bear Court.

## Chapter 4—Development of Strategic Plan

Option A Building Plan 2010		# of Courtrooms	Space Standard	Total Court Sq. Ft.	Staff						Total Support Sq. Ft.	GRAND TOTAL SQ. FT.
					Court Services	District Attorney	Public Defender	Marshall	Probation	Total Staff		
Big Bear Proposed Court Space Plan												
COURTROOMS	Criminal	1	0	1,707	0	0	0	0	0	0	-	-
	Civil	0	0	-	0	0	0	0	0	0	-	-
	Juvenile Delinquency	0	0	-	0	0	0	0	0	0	-	-
	Juvenile Dependency	0	0	-	0	0	0	0	0	0	-	-
	Family Law	0	0	-	0	0	0	0	0	0	-	-
	Small Claims	0	0	-	0	0	0	0	0	0	-	-
	Mental Health	0	0	-	0	0	0	0	0	0	-	-
	Probate	0	0	-	0	0	0	0	0	0	-	-
	Traffic	0	0	-	0	0	0	0	0	0	-	-
TOTAL EXISTING		1	n/a	1,707	8	1	1	5	0	14	4,734	6,441
Required New Staff Space				-	3	7	3	-3	6	17	5,286	5,286
Total Available Sq. Ft.				1,707							4,734	6,441
					Required Sq. Ft. For Court Use						6,993	
					TOTAL SHORTFALL IN EXISTING SQ. FT. REQUIRED FOR COURTS						552	
Total Courtrooms		1										
Total Staff and Judicial Officers					11	8	4	2	6	32		
				Estimated Construction Cost								
				New Construction @ Avg. \$190/SF							\$ -	
				Shelled Space @ \$119/SF							\$ -	
				Renovation @ Avg. \$107/SF							\$ -	
				CIP Costs @ Current Reported Estimate							\$ 85,000	
				TOTAL ESTIMATED CONSTRUCTION COST							\$ 85,000	

Source: CGA Consulting Services, Inc.; October 1998.

**Notes:**

1. The area for courtsets in the existing Courthouse has been divided by 1. The existing courtroom will be used.
2. For the existing Courthouse, the number of existing staff is the current space divided by the available square feet.
3. New staff is derived by a standard per judge less current staff based upon dividing existing space by the space standard.
4. The total staff and judicial officers is the actual staff required depending upon the proposed use of the courtrooms.
5. The CIP cost has been taken from the Division of Court Services estimates.
6. The future use of Big Bear Courthouse requires more space than is currently available if recommended standards are used.
7. No additional expenditure is recommended.

Table 4-36  
**BIG BEAR BUILDING PLAN – OPTION B – 2010**

Option B Building Plan 2010	# of Courtrooms	Space Standard	Total Court Sq. Ft.	Staff						Total Support Sq. Ft.	GRAND TOTAL SQ. FT.	
				Court Services	District Attorney	Public Defender	Marshall	Probation	Total Staff			
Big Bear Proposed Court Space Plan												
COURTROOMS	Criminal	0	0	-	0	0	0	0	0	0	-	-
	Civil	1	0	1,707	0	0	0	0	0	0	-	-
	Juvenile Delinquency	0	0	-	0	0	0	0	0	0	-	-
	Juvenile Dependency	0	0	-	0	0	0	0	0	0	-	-
	Family Law	0	0	-	0	0	0	0	0	0	-	-
	Small Claims	0	0	-	0	0	0	0	0	0	-	-
	Mental Health	0	0	-	0	0	0	0	0	0	-	-
	Probate	0	0	-	0	0	0	0	0	0	-	-
	Traffic	0	0	-	0	0	0	0	0	0	-	-
TOTAL EXISTING		1	n/a	1,707	8	1	1	5	0	14	4,734	6,441
Required New Staff Space				-	3	0	0	-3	0	0	466	466
Total Available Sq. Ft.				1,707							4,734	6,441
				Required Sq. Ft. For Court Use						6,907		
				TOTAL SHORTFALL IN EXISTING SQ. FT. REQUIRED FOR COURTS						466		
Total Courtrooms		1										
Total Staff and Judicial Officers		11 1 1 2 0 15										
				Estimated Construction Cost								
				New Construction @ Avg. \$238/SF							\$ -	
				Shelled Space @ \$119/SF							\$ -	
				Renovation @ Avg. \$107/SF							\$ -	
				CIP Costs @ Current Reported Estimate							\$ 85,000	
				TOTAL ESTIMATED CONSTRUCTION COST							\$ 85,000	

Source: CGA Consulting Services, Inc.; October 1998.

Source: CGA Consulting Services, Inc.; October 1998.

**Notes:**

1. The area for courtsets in the existing Courthouse has been divided by 1. The existing courtroom will be used.
2. For the existing Courthouse, the number of existing staff is the current space divided by the available square feet.
3. New staff is derived by a standard per judge less current staff based upon dividing existing space by the space standard.
4. The total staff and judicial officers is the actual staff required depending upon the proposed use of the courtrooms.
5. The CIP cost has been taken from the Division of Court Services estimates.
6. The future use of Big Bear Courthouse requires slightly less space as a Civil Court if recommended standards are used.
7. No additional capital expenditure is recommended for Option B.

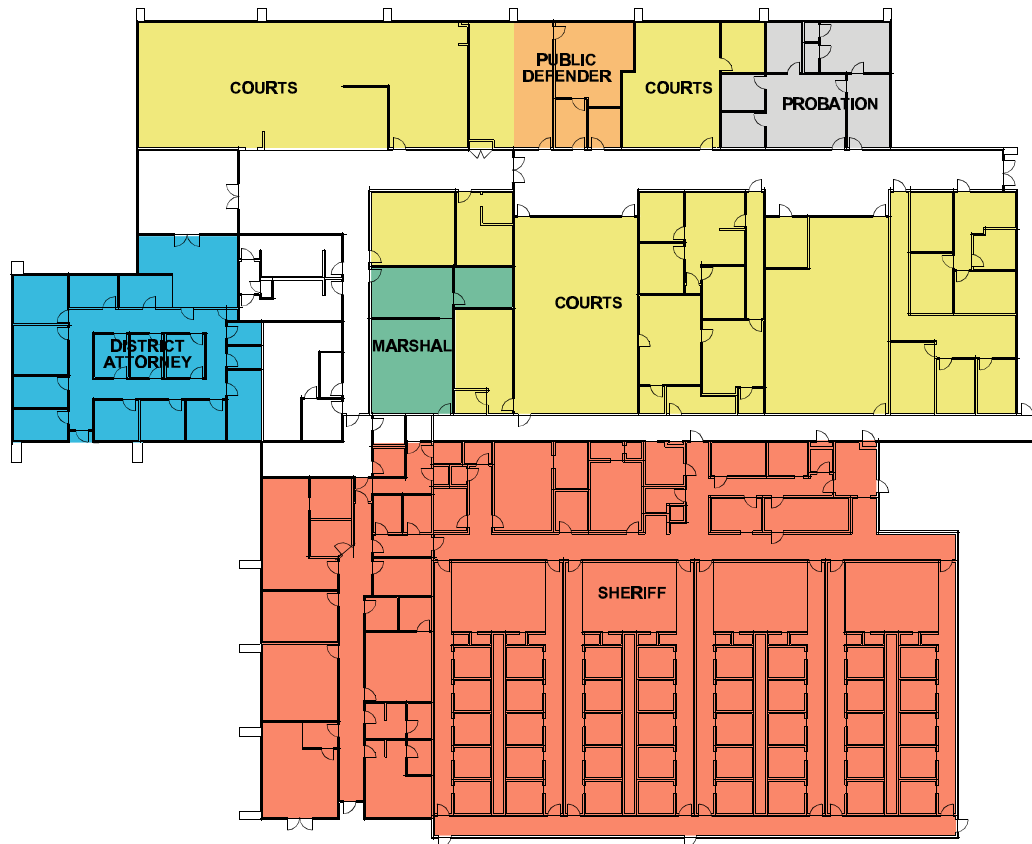
## JOSHUA TREE

### Current Facility Features, Location, Operational Description

The Joshua Tree court is located approximately 1.5 hours east of San Bernardino, and approximately one hour southeast of Victorville. This court serves the eastern desert region, including Yucca Valley and Twenty-nine Palms, and the surrounding unincorporated areas. There are currently two judges, one commissioner, and a part-time family court mediator working from a very crowded facility that was originally designed for two-courtrooms.

A third courtroom has been improvised out of the former jury deliberation room. Since that transition, jury deliberation space has been rented on occasion from the adjacent Sheriff's Department. The clerical area is very crowded with queues for the processing windows of the clerical area extending into the only circulation corridor. Some active files are stored outside the building in a metal garbage container. Figure 4-23 illustrates the configuration of this crowded remote court facility.

Figure 4-23  
**MORONGO OFFICE BUILDING - FLOOR PLAN**



FLOOR PLAN

The District Attorney has remodeled space previously occupied by the Health Department at the west end of the building. The court will remodel the space vacated by the District Attorney to address a much-needed expansion of courtroom space. A holding area for detained criminal defendants is located along a private corridor to the rear of the courtrooms.

With the move of the Health Department, the Courts now occupy the entire building with the exception of the attached detention area. The total area occupied by the courts is 15,917 square feet, or 5,300 square feet per courtroom. This amount of space is far short of suggested minimums.

### **CIP to Maintain Facility**

The County has identified \$205,000 for immediate capital improvements to the Joshua Tree Court, including improved storage area, a new fire alarm system, and general improvements in the courtrooms. These expenditures are in keeping with the recommendations of the Master Plan.

### **Anticipated Growth in the Joshua Tree Court**

This relatively small facility houses 22 court staff and 33 other personnel from the District Attorney's, the Public Defender's, Probation, and Marshal offices. This facility is desperately crowded. The clerical area is so crowded that the Supervising Judge was unable to accept a volunteer clerical position to assist in needed paperwork due to no available space for a temporary workstation.

Even though this facility is very remote, the volume of daily traffic is very high. The socio-economic level of the surrounding community is a contributor to the growing court activity in the Twenty-Nine Palms area.

Table 4-37 describes the breakdown of the 54 personnel within the Joshua Tree Courthouse.

Table 4-37  
**JOSHUA TREE COURT PERSONNEL – 1998**

<b><i>Court Personnel</i></b>	
Judicial Officers	3
Court Staff	22
<i>Total Court Personnel</i>	25
<b><i>Outside Agency Personnel</i></b>	
District Attorney	8
Public Defender	6
Marshal	6
Probation	9
Sheriff's Holding	0
<i>Total Outside Personnel</i>	29
<b>Total Joshua Tree Court Personnel</b>	<b>54</b>

As illustrated in Table 4-38 on the following page, the number of filings at this courthouse has almost doubled since 1991. In 1994-95 filings reached a stunning 17,000, which has since dropped back down to approximately 14,000. Most of the increase was due to increased traffic violations. Looking only at non-traffic complaints, criminal filings have increased from 62% to 66% of all filings between 1991-92 and 1996-97.

The population in the area served by the Joshua Tree Court has increased 30% over the past eight years. The non-military population is expected to grow. Predicting the future decisions of the Twenty-Nine Palms Marine Corps Base is beyond the scope of the Master Plan, but assuming the base remains open, the East Desert economy and demands on the judicial system will continue. This will influence a large part of the projected increase in filings, as well as the socio-economic profile of the residents.

Table 4-38  
JOSHUA TREE COURT FILINGS PROJECTIONS BY COURT TYPE

<b>Joshua Tree Population</b>	<b>1991-92</b>	<b>1992-93</b>	<b>1993-94</b>	<b>1994-95</b>	<b>1995-96</b>	<b>1996-97</b>	<b>2010</b>	<b>2020</b>
	<b>38,002</b>	<b>39,548</b>	<b>41,094</b>	<b>42,641</b>	<b>44,187</b>	<b>45,733</b>	<b>70,538</b>	<b>89,920</b>
<b>COURT TYPE</b>								
Criminal	4,003	4,804	4,604	4,747	4,713	4,204	7,627	9,723
Civil	822	907	857	846	749	782	1,403	1,788
Juvenile Delinquency	0	0	0	0	0	0	0	0
Family Law	658	601	636	498	467	490	952	1,213
Civil Petitions	215	355	291	334	307	280	501	639
Juvenile Dependency	0	0	0	0	0	0	0	0
Small Claims	566	576	480	437	492	481	859	1,095
Mental Health	17	17	2	26	27	0	25	32
Appeals	23	15	28	10	14	10	29	37
Probate	203	147	303	116	126	132	293	373
Traffic	1,135	9,833	9,796	10,119	8,446	7,506	17,031	21,710
<b>Total Filings</b>	<b>7,642</b>	<b>17,255</b>	<b>16,997</b>	<b>17,133</b>	<b>15,341</b>	<b>13,885</b>	<b>28,720</b>	<b>36,610</b>

### Recommended Future Use of Court Facility

The remoteness of the Joshua Tree population area, the lack of adequate transportation to support many of the residents and the propensity for litigation arising from this socio-economic group suggests maintaining a courts presence in Joshua Tree. Every attempt should be made to limit the number of in-custody criminal proceedings and jury trials to reduce the extraordinarily high cost of transporting inmates to this court for appearances. All other jury and non-jury functions should continue in the Joshua Tree Court.

Both options are the same for this court, with the exception of the type of cases heard. Under Option A, two courts within this courthouse will be used for out-of-custody criminal cases. The third will be used for family law and other types of civil cases. Under Option B, only one courtroom will be used for criminal cases, and the remaining two courtrooms will be used for traffic, family law, and other civil/community service cases.

In both options, a 12,930 SF addition to the existing building is proposed to accommodate much needed support space for court services, probation, and the Public Defender. This addition will also allow the County to improve security by potentially creating a separate private entrance for officers of the Court. This proposed addition is estimated to cost \$2.4 million. Even though all costs are inflated until 2005, this facility needs immediate attention to the space shortfall.

Information for Options A & B is presented in Table 4-39 on the following page.

Table 4-39  
**JOSHUA TREE BUILDING PLAN – OPTIONS A & B – 2010**

Options A & B Building Plan 2010				# of Courtrooms	Space Standard	Total Court Sq. Ft.	Staff						Total Support Sq. Ft.	GRAND TOTAL SQ. FT.
Court Services	District Attorney	Public Defender	Marshall				Probation	Total Staff						
Joshua Tree Existing Court Space (and addition)														
COURTROOMS	Criminal	2	2,145	4,290	0	0	0	0	0	0	-	-		
	Civil	0	0	-	0	0	0	0	0	0	-	-		
	Juvenile Delinquency	0	0	-	0	0	0	0	0	0	-	-		
	Juvenile Dependency	0	0	-	0	0	0	0	0	0	-	-		
	Family Law	1	2,145	2,145	0	0	0	0	0	0	-	-		
	Small Claims	0	0	-	0	0	0	0	0	0	-	-		
	Mental Health	0	0	-	0	0	0	0	0	0	-	-		
	Probate	0	0	-	0	0	0	0	0	0	-	-		
	Traffic	0	0	-	0	0	0	0	0	0	-	-		
TOTAL EXISTING		3	n/a	6,435	12	5	3	7	5	31	6,495	12,930		
Required New Staff Space				21	11	5	-1	8	44	12,589	12,589			
Total Required Sq. Ft. (New & Existing)				6,435							19,084	25,519		
				Less Sq. Ft. in Existing Courthouse								12,930		
TOTAL SQ. FT. FOR NEW AND SHELLED CONSTRUCTION												12,589		
Total Courtrooms		3												
Total Staff and Judicial Officers		33    16    8    6    12    78												
				Estimated Construction Cost										
				New Construction @ Avg. \$190/SF								\$ 2,391,863		
				Shelled Space @ \$119/SF								\$ -		
				Renovation @ Avg. \$107/SF								\$ -		
				CIP Costs @ Current Reported Estimate								\$ 205,000		
				TOTAL ESTIMATED CONSTRUCTION COST								\$ 2,596,863		

Source: CGA Consulting Services, Inc.; October 1998.

Source: CGA Consulting Services, Inc.; October 1998.

**Notes:**

1. The area for courtsets in the existing Courthouse has been divided by 3. Existing courtrooms will be used.
2. The space standards for new staff spaces include a 35% departmental grossing factor.
3. A 25% factor has been added for lobbies, toilets, mechanical rooms, unassigned spaces.
4. For the existing Courthouse, the number of existing staff is the current space divided by the available square feet.
5. New staff is derived by a standard per judge less current staff based upon dividing existing space by the space standard.
6. The total staff and judicial officers is the actual staff required depending upon the proposed use of the courtrooms.
7. The CIP cost has been taken from the Division of Court Services estimates.
8. All costs (except CIP) have been inflated through 2005.
9. New staff office construction @ \$190/SF.

Regardless of the option selected, as shown in Table 4-39, a space shortfall of 12,600 SF will exist in the current Joshua Tree Courthouse. In order to remedy the current crowding within this court, it is recommended that an addition be constructed to accommodate court-related staff. This addition, along with the recommended CIP improvements, will total \$2.6 million in 2010 dollars.

## NEEDLES

### Current Facility Features, Location, Operational Description

Needles is without doubt the most remote court location in San Bernardino County. Located at the Arizona border, Needles is at least two hours east of Barstow, or approximately four hours from San Bernardino. The courthouse has one courtroom and one full-time judge. Although this court is not officially a full-service court, the judge hears all municipal cases from criminal to juvenile traffic. By the end of 1998 this court will also accept and hear Superior Court Civil cases and family law cases.

The combined City of Needles and County facility has served the community admirably for the more than 20 years since construction. The single story facility is in good repair and is an important symbol of government in this isolated community.

The County court component of the complex contains 6,744 square feet which is low based on a per court guideline for new facilities. However, the spaces are not crowded and the current level of court activity can be managed efficiently within the space available.

Figure 4-24 on the following page illustrates the floor plan of the Needles Court.

### CIP to Maintain Facility

The County CIP process has identified the need to spend \$260,000 for minor improvements to this court. These improvements are consistent with the Master Plan recommendations.

### Anticipated Growth in the Needles Court

Eleven court staff personnel support the judge. The District Attorney, Public Defender, and Marshal each maintain a small staff within the courthouse, as shown in Table 4-40. A total of 20 staff service this catchment area population of 44,000 residents.

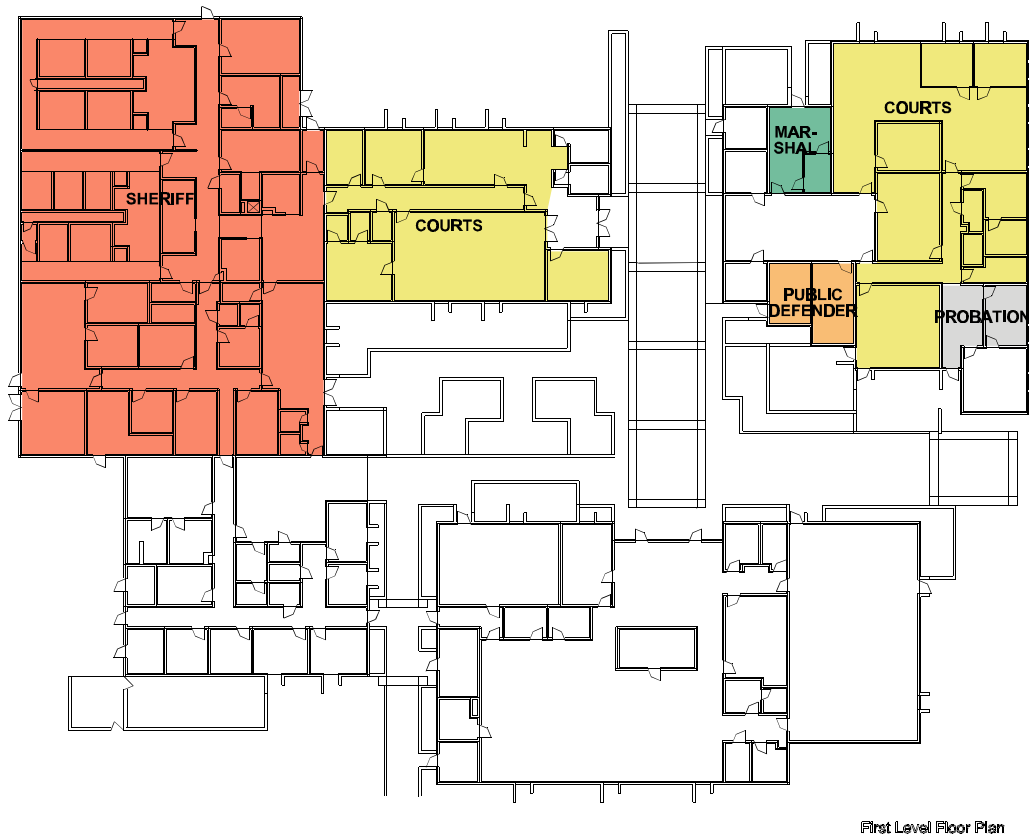
Table 4-40  
NEEDLES COURT PERSONNEL – 1998

<b><i>Court Personnel</i></b>	
Judicial Officers	1
Court Staff	11
<i>Total Court Personnel</i>	12
<b><i>Outside Agency Personnel</i></b>	
District Attorney	2
Public Defender	2
Marshal	3
Probation	1
Sheriff's Holding	0
<i>Total Outside Personnel</i>	8
<b>Total Needles Court Personnel</b>	<b>20</b>

The court in Needles was a Justice court, prior to Courts Consolidation in 1994. Data was only available for this, and other formerly justice courts starting in 1994-95. Since that year, the total number of filings has increased slightly due to an increase in traffic violations.



Figure 4-24  
**NEEDLES CIVIC CENTER COMPLEX**  
**FLOOR PLAN**



In Table 4-41, large increases are projected for the future which, again, is a mathematical allocation of a portion of the unincorporated area of this portion of the County growth to the Needles Court. These projections have, in part, been based upon applying an historic ratio of filings per 100,000 residents to projected future filings. Since State developed estimates indicate substantial growth potential in the East Desert, applying the historical filings rate against the potential population yields a projected doubling of total filings over the next 20 years.

Table 4-41  
**NEEDLES COURT FILINGS PROJECTIONS BY COURT TYPE**

<b>Needles Population</b>	<b>1991-92</b>	<b>1992-93</b>	<b>1993-94</b>	<b>1994-95</b>	<b>1995-96</b>	<b>1996-97</b>	<b>2010</b>	<b>2020</b>
	<b>34,541</b>	<b>36,421</b>	<b>38,301</b>	<b>40,181</b>	<b>42,061</b>	<b>43,941</b>	<b>95,084</b>	<b>131,761</b>
<b>COURT TYPE</b>								
Criminal	0	0	0	2,813	2,487	2,837	4,604	6,592
Civil	0	0	0	90	64	48	115	165
Juvenile Delinquency	0	0	0	0	0	0	0	0
Family Law	0	0	0	0	0	0	0	0
Civil Petitions	0	0	0	0	0	0	101	145
Juvenile Dependency	0	0	0	0	0	0	0	0
Small Claims	0	0	0	46	44	44	51	72
Mental Health	0	0	0	0	0	0	0	0
Appeals	0	0	0	0	0	0	0	0
Probate	0	0	0	0	0	0	0	0
Traffic	0	0	0	11,702	14,716	15,465	15,737	22,532
<b>Total Filings</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>14,651</b>	<b>17,311</b>	<b>18,394</b>	<b>20,608</b>	<b>29,506</b>

### **Recommended Future Use of Court Facility**

Both Options A and B recommend the maintenance of one jury trial court for Needles. Similar to Joshua Tree, every attempt should be made to limit the number of criminal jury trials to contain the high cost of transporting inmates. One court is recommended under both options. However, if filings do increase to the numbers shown earlier, then by 2020 an additional judicial officer may be required. For the year 2010, only one courtroom will be needed in this court.

Option A, depicted in Table 4-42 on the following page, focuses this courtroom on civil and other non-criminal court activity. Under this option, a lower level of staff will be required (District Attorney and Public Defender staff will be kept to a minimum). The total shortfall under this option is approximately 900 SF. The cost of this addition will be approximately \$175,000. With CIP improvements to the existing structure (\$260,000), the total cost of Option A is \$434,800.

Table 4-42  
**NEEDLES COURT BUILDING PLAN – OPTION A – 2010**

Option A Building Plan 2010	# of Courtrooms	Space Standard	Total Court Sq. Ft.	Staff						Total Support Sq. Ft.	GRAND TOTAL SQ. FT.	
				Court Services	District Attorney	Public Defender	Marshall	Probation	Total Staff			
Needles Proposed Court Space Plan												
COURTROOMS	Criminal	0	0	-	0	0	0	0	0	0	-	-
	Civil	1	0	2,245	0	0	0	0	0	0	-	-
	Juvenile Delinquency	0	0	-	0	0	0	0	0	0	-	-
	Juvenile Dependency	0	0	-	0	0	0	0	0	0	-	-
	Family Law	0	0	-	0	0	0	0	0	0	-	-
	Small Claims	0	0	-	0	0	0	0	0	0	-	-
	Mental Health	0	0	-	0	0	0	0	0	0	-	-
	Probate	0	0	-	0	0	0	0	0	0	-	-
	Traffic	0	0	-	0	0	0	0	0	0	-	-
TOTAL EXISTING		1	n/a	2,245	8	2	1	2	1	14	2,853	5,098
Required New Staff Space				-	3	0	0	0	0	3	920	920
Total Available Sq. Ft.				2,245				2,853				5,098
Additional Required Sq. Ft. For Court Use								920				
TOTAL EXISTING AND NEW SQ. FT. REQUIRED FOR COURTS								6,018				
Total Courtrooms		1										
Total Staff and Judicial Officers		11 2 1 2 1 18										
				Estimated Construction Cost								
				New Construction @ Avg. \$190/SF								\$ 174,800
				Shelled Space @ \$119/SF								\$ -
				Renovation @ Avg. \$107/SF								\$ -
				CIP Costs @ Current Reported Estimate								\$ 260,000
				TOTAL ESTIMATED CONSTRUCTION COST								\$ 434,800
Source: CGA Consulting Services, Inc.; October 1998.												

Source: CGA Consulting Services, Inc.; October 1998.

**Notes:**

1. The area for courtsets in the existing Courthouse has been divided by 1. The existing courtroom will be used.
2. For the existing Courthouse, the number of existing staff is the current space divided by the available square feet.
3. New staff is derived by a standard per judge less current staff based upon dividing existing space by the space standard.
4. The total staff and judicial officers is the actual staff required depending upon the proposed use of the courtrooms.
5. The CIP cost has been taken from the Division of Court Services estimates.
6. The future use of Needles Courthouse requires more space than is currently available if recommended standards are used.
7. New staff office construction @ \$190/SF.

## Chapter 4—Development of Strategic Plan

Table 4-43

Option B Building Plan 2010		# of Courtrooms	Space Standard	Total Court Sq. Ft.	Staff						Total Support Sq. Ft.	GRAND TOTAL SQ. FT.	
					Court Services	District Attorney	Public Defender	Marshall	Probation	Total Staff			
Needles Proposed Court Space Plan													
COURTROOMS	Criminal	1	0	2,245	0	0	0	0	0	0	-	-	
	Civil	0	0	-	0	0	0	0	0	0	-	-	
	Juvenile Delinquency	0	0	-	0	0	0	0	0	0	-	-	
	Juvenile Dependency	0	0	-	0	0	0	0	0	0	-	-	
	Family Law	0	0	-	0	0	0	0	0	0	-	-	
	Small Claims	0	0	-	0	0	0	0	0	0	-	-	
	Mental Health	0	0	-	0	0	0	0	0	0	-	-	
	Probate	0	0	-	0	0	0	0	0	0	-	-	
	Traffic	0	0	-	0	0	0	0	0	0	-	-	
TOTAL EXISTING		1	n/a	2245	8	2	1	2	1	14	2,853	5,098	
Required New Staff Space					0	3	8	3	0	5	20	5,746	5,746
Total Available Sq. Ft.					2,245					2,853		5,098	
TOTAL NEW SQ. FT. REQUIRED FOR COURTS												2,893	
Total Courtrooms		1											
Total Staff and Judicial Officers				11 10 4 2 6 34									
				Estimated Construction Cost									
				New Construction @ Avg. \$190/SF							\$		549,718
				Shelled Space @ \$119/SF							\$		-
				Renovation @ Avg. \$107/SF							\$		-
				CIP Costs @ Current Reported Estimate							\$		260,000
				TOTAL ESTIMATED CONSTRUCTION COST							\$ 809,718		

Source: CGA Consulting Services, Inc.; October 1998.

1. The area for courtsets in the existing Courthouse has been divided by 1. The existing courtroom will be used.
2. For the existing Courthouse, the number of existing staff is the current space divided by the available square feet.
3. New staff is derived by a standard per judge less current staff based upon dividing existing space by the space standard.
4. The total staff and judicial officers is the actual staff required depending upon the proposed use of the courtrooms.
5. The CIP cost has been taken from the Division of Court Services estimates.
6. New staff office construction @ \$190/SF.
7. Even though additional space should be added if a criminal function remains, this is not recommended at this time.

## **CONCLUSION**

Through this report, two basic options that are similar except in the continued use of the Central Courthouse for court functions have been discussed. The construction costs have been inflated at a rate of 2.5% annually from a base of 1998 costs to 2005. This produces an estimate that is approximately 20% higher than today's construction cost. The County is urged to move at a faster pace than is reflected in the cost estimating approach. This approach will be discussed in greater detail in Chapter 5.

In Option A, the focus is upon the use of the existing historic Courthouse for court-related offices after substantial renovation including compliance with seismic codes. This option also includes the construction of a new 10-courtroom criminal facility in close proximity to the proposed High Desert Detention Complex and the continued use of the Victorville Courthouse for all but criminal proceedings.

In both Options A and B, the costs for new juvenile delinquency courts are included in the Central, West, and High Desert estimates. In Central Valley, expansion of the Juvenile Hall site to include a totally new courts facility and related spaces may be the best long-term solution. However, the future needs of the court and juvenile detention is closely linked and a final determination of juvenile detention requirements that will not be completed until 1999. In the West Valley and High Desert, new delinquency and dependency courtrooms should be included in the new or expanded court facilities.

As can be seen in Table 4-44, the estimated 2005 construction cost is \$204 million including \$20.1 million to convert the existing Courthouse and Annex in Central to a court support building. Since the new Criminal Central Courthouse would be constructed adjacent to the existing historic Courthouse, a mid- to high-rise configuration is required. This suggests the "shelling-in" of future courts with the initial construction. A \$28.8 million cost estimate is included for this element of Option A. If enough site area can be accumulated (with the possible closure of 3<sup>rd</sup> Street), the need to construct shelled space at this time may be avoided. This would avoid \$28.8 million initially and reduce the estimated cost of Option A to \$175.3 million.

As with Option B, a more detailed study of the seismic improvements, as well as a comprehensive site and urban design study should be undertaken to assess the full potential for development in the vicinity of the historic Courthouse.

Table 4-44  
**OPTION A – SUMMARY OF ESTIMATED CONSTRUCTION COSTS**

Option A Summary of Estimated Construction Costs					
	New Construction	Shelled Space	Renovation	CIP Costs @ Current Reported Est.	TOTAL ESTIMATED CONST. COST
<b>Central</b>					
<i>Fontana</i> <i>Proposed Court Space Plan</i>	\$0	\$0	\$0	\$280,000	\$280,000
<i>Redlands</i> <i>Proposed Court Space Plan</i>	\$0	\$0	\$0	\$520,000	\$520,000
<i>San Bernardino - New &amp; Existing</i> <i>New Courthouse + T-Wing &amp; Existing Courthouse</i>	\$67,361,438	\$28,805,438	\$20,155,625	\$0	\$116,322,500
<b>Sub-Total</b>	<b>\$67,361,438</b>	<b>\$28,805,438</b>	<b>\$20,155,625</b>	<b>\$800,000</b>	<b>\$117,122,500</b>
<b>West Valley</b>					
<i>Chino</i> <i>Proposed Court Space Plan</i>	\$0	\$0	\$0	\$75,000	\$75,000
<i>New West Valley / Rancho Cucamonga</i> <i>New Courthouse / Existing Court Space (renovation &amp; addition)</i>	\$29,125,950	\$0	\$0	\$965,000	\$30,090,950
<b>Sub-Total</b>	<b>\$29,125,950</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,040,000</b>	<b>\$30,165,950</b>
<b>High Desert</b>					
<i>Barstow</i> <i>Proposed Court Space Plan</i>	\$0	\$0	\$0	\$155,000	\$155,000
<i>High Desert</i> <i>New Courthouse</i>	\$46,205,469	\$0	\$6,942,856	\$0	\$53,148,324
<b>Sub-Total</b>	<b>\$46,205,469</b>	<b>\$0</b>	<b>\$6,942,856</b>	<b>\$155,000</b>	<b>\$53,303,324</b>
<b>Remote</b>					
<i>Needles</i> <i>Proposed Court Space Plan</i>	\$174,800	\$0	\$0	\$260,000	\$434,800
<i>Twin Peaks</i> <i>Proposed Court Space Plan</i>	\$0	\$0	\$0	\$0	\$0
<i>Big Bear</i> <i>Proposed Court Space Plan</i>	\$0	\$0	\$0	\$85,000	\$85,000
<i>Joshua Tree</i> <i>Existing Court Space (and addition)</i>	\$2,391,863	\$0	\$0	\$205,000	\$2,596,863
<b>Sub-Total</b>	<b>\$2,566,663</b>	<b>\$0</b>	<b>\$0</b>	<b>\$550,000</b>	<b>\$3,116,663</b>
<b>Grand Totals</b>	<b>\$145,259,519</b>	<b>\$28,805,438</b>	<b>\$27,098,481</b>	<b>\$2,545,000</b>	<b>\$203,708,437</b>
<i>Number of Courts</i>	42	18	0	n/a	
<i>Cost per Court</i>	<b>\$3,458,560</b>	<b>\$1,600,302</b>	n/a		

Note: All construction costs (excluding CIP) have been inflated to 2005 @ 2.5% increase per year over 1998 costs.

Option B is similar to Option A with the exception that the existing historic Courthouse is **not** proposed for continued use by the Courts. As can be seen from Table 4-45, the cost for a completely new 36-courtroom full-service courthouse in San Bernardino (plus shelled space for 15 future courtrooms) is approximately \$20.0 million more than Option A. This makes the substantial renovation of the historic Courthouse for court support a viable approach if the seismic improvements and phasing of construction and renovation can be feasibly achieved.

Option B assumes a new 8-courtroom civil and family law facility in the West Valley that could be an expansion to the Foothill Communities Law & Justice Center (hereafter referred to as Rancho Cucamonga Courthouse), a renovation to an existing structure, or a new facility at another location in the West End.

In Option B in the High Desert, the existing Victorville would be closed and a new 16-courtroom full-service facility would be constructed in close proximity to the proposed High Desert Detention Center.

The total estimated cost for Option B in 2005 dollars is \$233.5 million.

Table 4-45  
**OPTION B – SUMMARY OF ESTIMATED CONSTRUCTION COSTS**

Option B Summary of Estimated Construction Costs					
	New Construction	Shelled Space	Renovation	CIP Costs @ Current Reported Est.	TOTAL ESTIMATED CONST. COST
<b>Central</b>					
<i>Fontana</i> <i>Proposed Court Space Plan</i>	\$0	\$0	\$0	\$280,000	<b>\$280,000</b>
<i>Redlands</i> <i>Proposed Court Space Plan</i>	\$0	\$0	\$0	\$520,000	<b>\$520,000</b>
<i>San Bernardino - New &amp; Existing</i> <i>New Courthouse + T-Wing &amp; Existing Courthouse</i>	\$113,139,250	\$25,283,781	\$0	\$0	<b>\$138,423,031</b>
<b>Sub-Total</b>	<b>\$113,139,250</b>	<b>\$25,283,781</b>	<b>\$0</b>	<b>\$800,000</b>	<b>\$139,223,031</b>
<b>West Valley</b>					
<i>Chino</i> <i>Proposed Court Space Plan</i>	\$0	\$0	\$0	\$75,000	<b>\$75,000</b>
<i>New West Valley / Rancho Cucamonga</i> <i>New Courthouse / Existing Court Space (renovation &amp; addition)</i>	\$35,179,163	\$0	\$0	\$965,000	<b>\$36,144,163</b>
<b>Sub-Total</b>	<b>\$35,179,163</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,040,000</b>	<b>\$36,219,163</b>
<b>High Desert</b>					
<i>Barstow</i> <i>Proposed Court Space Plan</i>	\$0	\$0	\$0	\$155,000	<b>\$155,000</b>
<i>High Desert</i> <i>New Courthouse</i>	\$54,442,500	\$0	\$0	\$0	<b>\$54,442,500</b>
<b>Sub-Total</b>	<b>\$54,442,500</b>	<b>\$0</b>	<b>\$0</b>	<b>\$155,000</b>	<b>\$54,597,500</b>
<b>Remote</b>					
<i>Needles</i> <i>Proposed Court Space Plan</i>	\$549,718	\$0	\$0	\$260,000	<b>\$809,718</b>
<i>Twin Peaks</i> <i>Proposed Court Space Plan</i>	\$0	\$0	\$0	\$0	<b>\$0</b>
<i>Big Bear</i> <i>Proposed Court Space Plan</i>	\$0	\$0	\$0	\$85,000	<b>\$85,000</b>
<i>Joshua Tree</i> <i>Existing Court Space (and addition)</i>	\$2,391,863	\$0	\$0	\$205,000	<b>\$2,596,863</b>
<b>Sub-Total</b>	<b>\$2,941,580</b>	<b>\$0</b>	<b>\$0</b>	<b>\$550,000</b>	<b>\$3,491,580</b>
<b>Grand Totals</b>	<b>\$205,702,493</b>	<b>\$25,283,781</b>	<b>\$0</b>	<b>\$2,545,000</b>	<b>\$233,531,274</b>
<i>Number of Courts</i>	60	15	0	n/a	
<i>Cost per Court</i>	<b>\$3,428,375</b>	<b>\$1,685,585</b>	<b>n/a</b>		

Note: All construction costs (excluding CIP) have been inflated to 2005 @ 2.5% increase per year over 1998 costs.

Staffing the future judicial system will be an estimated \$150 - \$180 million per year expenditure at the halfway point of the Master Plan. The expanded use of technology should help manage the growth in personnel. Currently, each judicial position generates approximately 30 staff at an annual cost of \$1.5 million.

Estimates of the current cost of transportation and secure handling of inmates is as high as \$10 million annually. Implementation of the three region concept, plus construction of a new Criminal Hearings Center adjacent to the West Valley Detention Center, could reduce that annual transportation cost by at least 50%, and conceivably more, each year.

In general terms, every new courtroom in 2005 will cost the County approximately \$3.5 million to construct and \$1.5 million to staff and maintain per year.



Although many court operation issues influenced the development of this Master Plan, the primary focus of the Plan **is the establishment of a basis for the allocation of capital resources** to meet the anticipated growth in the San Bernardino Judicial System. The information in this document is a result of numerous workshops and individual meetings with every identified court related agency over a six month period. After a Draft Master Plan was completed, five public meetings were held to garner citizen input. As with any master plan, the information upon which the future will be decided is constantly evolving. For example, California is in the midst of a statewide study of future trial court funding, the outcome of which could substantially alter the funding methods for future courts. Additional judicial resources are needed regardless of the funding method or the timetable of the State for allocating new judicial positions.

In addition to the increased demand for judicial resources generated by a better than 3.0 percent annual increase in population, several of the County's 12 adult and juvenile court facilities have reached a level of use that if extended any further become dangerous, as well as inefficient to operate. Therefore, the combination of increased demand and aging facilities requires a systemic approach to the future prioritization and allocation of capital resources. This summary section outlines the key factors impacting the need and a capital response that will assure adequate facilities well into the next century. In the final pages of this plan, a recommendation is offered that has been influenced by the input from the public hearings.

## **THE RECOMMENDED COURT CAPITAL PLAN**

The geographic size of the County virtually eliminates a central court solution, regardless of how much efficiency could be achieved. For almost a decade, the Court has focused upon the improvement of services and resources in the West Valley (Rancho Cucamonga), Central Valley (San Bernardino Central Courthouse), and High Desert (Victorville Courthouse). The increasing cost of the administration of justice and the pressure for larger and more secure judicial centers suggests the expansion of the three Regional Justice Centers to more effectively serve the West, Central, and High Desert areas of the County. In time, all three centers should include detention facilities to significantly reduce the cost of inmate transportation. The continuation of an adult court presence in the existing 11 separate locations will initially aid the County in lessening the capital burden, but the continued presence of in-custody criminal trial capability will contribute to a higher cost of operating the court system.

With the implementation of the Regional Justice Centers and the integration of case management techniques with advanced technology, traditional court activities in several of the existing "community courts" could be managed, in part, through a scheduled judicial position and the implementation of electronic communication technology County-wide. The presence and capabilities of court-support staff would be maintained and expanded through electronic communication.

The decision to enhance the remote community courts is not simply a matter of economics. Two of these courts are isolated by virtue of geography, and the issue of accessibility to judicial services must be carefully considered. Several of the remote community courts serve large economically disadvantaged communities that place a disproportionate demand on the justice system. The presence of Court personnel in these locations to assist with technology enhancements is important to assure that these communities are not placed at an even greater disadvantage.

During the course of the study many variations for meeting the future capital needs were considered as a natural course of a Master Plan. Two options emerged through the Committee process that are presented in detail in the main body of this report. There are many variations within these options and the recommended plan that will be discussed in the following pages is just a combination of options within the three judicial regions and the remote locations.

After completion of the draft plan and a public hearing before the Board of Supervisors, the Board requested that three public hearings be held in the three judicial regions. A second hearing was held in the High Desert prior to the preparation of the recommended first phase plan. The hearing process confirmed the public acceptance of the need for new courtrooms to meet both the increased requirement for additional judgeships

as well as the replacement of facilities that are unsafe and inadequate for long-term use. The hearings also emphasized the importance of a continued court presence in existing communities.

The initial and continuous objective of the Master Plan has been to determine the long-range capital needs of the judicial system in light of evolving changes in court operations, case flow management, technology, and not the least, public need for judicial services. The five over-arching objectives that guided this study were to:

1. improve the security of existing court facilities;
2. accommodate the capital requirements of a growing judicial need;
3. improve efficiency of the judicial system through the elimination of duplicative activities;
4. reduce the need for and cost of inmate transportation; and
5. expand public access to judicial services through technological enhancements while reducing the demand for face-to-face transactions.

Meeting these objectives will require a significant investment of resources and a paradigm shift in the manner in which the Court serves its constituency and the County government allocates its resources. Safe, accessible, and efficient facilities will be necessary. While the County has 72 courtrooms currently in use, few are properly secured or appropriately configured to meet the rapidly advancing ‘courtroom of the future’. At least four of the 11 adult courthouses are 150 miles from each other. As has been stated numerous times, the vast size of the County eliminates the potential for a more efficient centralization of resources. However, approximately 80 percent of the County’s population and judicial filings are located within 20 miles of either the San Bernardino, Rancho Cucamonga, or Victorville Courthouses that also serve as the three regional management centers for the Courts. From this geographical, demographic, and judicial condition the plan for modernizing the Court system has evolved.

Essentially, the first of two decades of court’s facility improvements focuses upon the reduction of inmate movement by locating new in-custody criminal courtrooms within the three judicial regions and eliminating in-custody criminal trials in all of the existing courthouses except those especially designed facilities. This will allow the Court to focus the more expensive in-custody criminal motions, hearings, and trials at locations near existing or planned detention complexes. With in-custody criminal trials removed in the remaining courts, a deliberate management plan by Court Administration can be developed on the highest and best use of the existing courtrooms. This recommended plan primarily differs in detail from Options A and B in the use of the existing courthouses in San Bernardino and Victorville.

In Table 5-1, on the following page, a recommended option for each of the existing court facilities and proposed new expansions is summarized.

Table 5-1  
**RECOMMENDED OPTIONS**

COURTS	RECOMMENDED OPTIONS
<b>Central Area</b>	
<b>Existing San Bernardino Courthouse</b>	Renovate existing courthouse and T-Wing Building for 15 civil, family law, traffic, probate, and small claims courtrooms and provide space for offices for Court Services and Court Administration. Create a judicial plaza and link to Historic Courthouse and Government Center.
<b>New San Bernardino Courthouse</b>	Construct new 20 criminal courtroom facility. Include space in new courthouse for DA, PD, and Probation services.
<b>Redlands</b>	Continue existing use with the exception of in-custody criminal trials. Enhance with Smart Court. <sup>1</sup>
<b>Fontana</b>	Leave as is. Restrict activity to mental health, probate, small claims, and traffic court. Eliminate in-custody criminal jury trials. Enhance with Smart Court. <sup>1</sup>
<b>Juvenile Hall</b>	Construct or remodel 6 multi-purpose juvenile courtrooms as a part of a comprehensive detention and courts expansion plan.
<b>West Valley</b>	
<b>Rancho Cucamonga Courthouse</b>	Leave facility as is. Use of the court will primarily be civil, traffic, family law and criminal jury trials.
<b>New Criminal Hearing Facility</b>	Construct new 7 courtroom Criminal Hearings Facility adjacent to jail for in-custody adults and juvenile delinquency hearings.
<b>Expansion Courts</b>	Remodel existing building for courts and relocate DA, Public Defender and Probation Services or build a new courthouse for growth in non-criminal cases.
<b>Chino Courthouse</b>	Continue existing use with the exception of in-custody criminal trials. Enhance with Smart Court. <sup>1</sup>
<b>Juvenile Courts</b>	Designate 1 courtroom in the new West Valley Criminal Hearings Complex and 1 courtroom in the Rancho Cucamonga Courthouse for juvenile delinquency activities.
<b>High Desert</b>	
<b>Victorville Courthouse</b>	Continue use of existing courthouse for 11 civil, family law, dependency, traffic, and small claims courtrooms. Move all criminal proceedings and criminal jury trials to new High Desert Criminal Justice Complex.
<b>New High Desert Facility</b>	Construct new 10-courtroom High Desert Criminal Justice Complex. If possible, make this a complete Criminal Justice complex.
<b>Juvenile Courts</b>	Designate 2 courts in new High Desert facility for juvenile delinquency activity. Dependency courts remain at Victorville Courthouse.
<b>Outlying Regions</b>	
<b>Barstow Courthouse</b>	Leave Facility as is, continue existing use. Enhance with Smart Court. <sup>1</sup>
<b>Twin Peaks</b>	Continue existing use with the exception of in-custody criminal trials. Enhance with Smart Court. <sup>1</sup>
<b>Big Bear</b>	Continue existing use with the exception of in-custody criminal trials. Enhance with Smart Court. <sup>1</sup>
<b>Joshua Tree (Morongo)</b>	Add space for court support. Continue current use. Enhance with Smart Court. <sup>1</sup>
<b>Needles</b>	Limit to non-jury criminal, civil, and small claims. Enhance with Smart Court. <sup>1</sup>

<sup>1</sup> Smart Court or Kiosking technology is the use of interactive, multi-media computer systems to respond to a variety of court needs, including form distribution, fee payment, and document retrieval.

Based upon the previously identified need for at least 100 courtrooms by 2010 and a community desire to maintain the existing court facilities, a 61-court development program is recommended for the first phase between 1999 – 2010. Of the 61-courtrooms, 24 would be remodeled and 37 constructed new and all completed by 2007. In Table ES-6, a development plan for the new and renovated courtrooms needed in the three regions is presented. All of the costs shown in this table are lower than those presented in the main body of the report, since the recommended earlier construction date will reduce the impact of inflation. The 61 new or renovated courts will bring the total to 112 courtrooms by the latter part of next decade. Although this is more than the 100 projected need by 2010, at any time during the first development decade, various courtrooms will need to be removed from service to complete renovations. Also the need to provide space for visiting judges will be more easily accommodated with some additional courtrooms. The “extra” courtrooms will enhance the Presiding Judges management options in case assignments by geographical locations.

Table 5-2  
**PROPOSED PHASE 1 – 1999-2010 – PHASING FOR COURTS**

	Courts	Area	Cost/SF
<b>West Valley</b>			
New In-Custody Criminal Hearing Complex	7	86,844	\$ 18,248,096
Remodel space for 2 Family courts and 1 Juvenile Dependency Court	3	24,000	\$ 1,962,120
<b>Sub - Total</b>	<b>10</b>	<b>110,844</b>	<b>\$ 20,210,216</b>
<b>High Desert</b>			
New Criminal Courts Complex	<b>10</b>	<b>153,300</b>	<b>\$ 33,017,467</b>
<b>Central Area</b>			
New 20 Court Criminal Courthouse	20	311,875	\$ 72,335,877
Reconstruct 6 Juvenile Courtrooms in Support, DA, PD @ Juvenile Hall	6	59,893	\$ 9,753,283
Renovate Historic Courthouse for Seismic Code	0	86,246	\$ 8,624,600
Remodel Courthouse & T-wing for 15 Courtrooms and Court Support: Eliminate 20 Courtrooms	15	162,257	\$ 16,225,700
<b>Sub-Total</b>	<b>41</b>	<b>620,271</b>	<b>\$ 106,939,460</b>
<b>Phase 1 Construction Cost</b>	<b>61</b>	<b>884,415</b>	<b>\$ 160,167,142</b>
<b>Anticipated Seismic Abatement Grants</b>			<b>(\$10,000,000)</b>
<b>Net Phase 1 Construction Cost</b>			<b>\$ 150,167,142</b>

The first phase will require time sequenced construction in each region depending on project complexities, while separate construction projects, all are a part of an integrated program that will strengthen the evolving focus upon three Regional Justice Centers. Construction of a new seven (7) courtroom (one dedicated to juveniles and one full-size Jury Criminal court for high security trials) complex adjacent to the West Valley Detention Center, will establish a basis for significantly reducing the daily inmate transportation to remote courts throughout the County and the consolidation of all in-custody criminal trial courts to one of the three Regional Justice Center Courts. The reconstruction of six multi-purpose juvenile courtrooms as a part of a comprehensive improvement plan for Juvenile Hall is also included in this Phase.

Completion of the Criminal Hearings Complex at West Valley will measurably alter the pattern of criminal trials, dramatically reducing the need for transporting inmates to criminal courts. By like means the construction of the new 10 Criminal Court Complex, in close proximity to the proposed High Desert Detention facilities for adults and juveniles, will also significantly reduce the cost of secure handling and transportation of inmates to the High Desert region. The design of the High Desert Complex should begin in 2000 with construction beginning in 2002. The estimated cost of the 153,000 square foot criminal courts complex is \$33.0 million in 2002 dollars.

In the Central Region master planning and architectural programming of a new complex including the Historic Courthouse, the T-wing and a new 20 Criminal Courtroom Complex should begin as soon as possible after this Courts Master Plan is adopted. This is the most complex project of Phase I and will take the longest time to fully implement. Initially the 20 criminal courtroom buildings would be constructed in a location, yet to be determined, that is consistent with the Central Region Court Consolidation Plan. Design should begin in the year 2000, with construction to occur over the years 2001 – 2002. This building will include office space for both the District Attorney and Public Defender. Upon completion of the new Criminal Courts building, courts currently in the Historic Courthouse would be relocated to the new building and renovation of the old courthouse could begin.

The design of the renovation should be done in a way that will determine the best use of space in the Old courthouse and T-wing combined. The original historic courtrooms would be restored to the extent possible and the best combination of spaces in the two buildings would be redeveloped to provide courts, court administration and services. Construction phasing of this part of Phase I would accomplish the seismic code compliance work in the Old Courthouse building first and then proceed through the completion of the renovation of both buildings.

Upon completion of the entire Criminal Courts Complex and associated spaces a secure facilities will be located in the new building and civil, Family law and all other types of hearing would be in the renovated structures. The existing District Attorney and Public Defender building may need to be demolished to create a "Judicial Plaza" linking the Court facilities to the adjacent Government center. A future horizontal expansion of the new criminal court should be planned, if possible. The cost for the Central Area court improvements is estimated at \$107 million. The reconstruction of six multi-purpose juvenile courtrooms as a part of a comprehensive improvement plan for Juvenile Hall is also included in this Phase.

Approximately \$5.0 million in Federal funds have been designated for retrofitting the structural system in the historic Courthouse. An additional \$5.0 million in non-County funds may also be available to assist in this effort. The combined total construction cost for the recommended Phase 1 plan is \$160 million. This amount could be reduced by approximately \$10.0 million through grants.

## **CONCLUSION**

This plan offers a direction, to be implemented over time, where existing remote courts can continue to meet the needs of their communities and grow through an expanded use of technology that will provide data, visual, and audible links to expanded regional resources. Staff will remain available in the existing community courts, and the capability of these staff to expedite locally generated requests will be significantly improved with the expansion of user-friendly technology. The focus of the plan is the formalization of a process that has been underway for sometime; the regionalization of resources in the three high-growth areas in the County. The construction of new and/or expanded technologically-advanced court facilities in the West Valley, Central Valley, and High Desert, in conjunction with detention facilities, will virtually eliminate the expensive and dangerous transportation of inmates to court each day. These regional centers will reinforce the co-location of other public and private legal resources that have already begun to develop in these three regional centers.

The recommended Phase 1 program will provide more than 100 courtrooms to meet the needs through the next decade while additional technological advancements will permit greater access to judicial services by all County residents.

In many ways, this strategic capital plan is only the beginning of a lengthy process to expand the current court resources by approximately 40 courtrooms and related spaces over the coming decade. This aggressive expansion plan will permit the judicial system to raise the current facilities to more efficient operating standards and accommodate the anticipated growth in a manner that will satisfy existing State guidelines. As has been previously noted, the State is in the midst of a major capital assessment program that is intended to quantify the amount and type of assistance that will be necessary to meet the current shortfall in judicial resources and prepare for the tremendous growth that is predicted over the next 20 years.

The adoption of this plan establishes a capital needs baseline for the County. As with any master planning document, changes will be necessary as various factors impacting needs and resources of the Court change. For example, the next step of this planning process should be the preparation of various impact studies to define economic, environmental, accessibility, and developmental implications of the recommended plan upon communities and neighborhoods. No plan ever satisfies the specific desires of every constituent. Since this plan recommends actions that directly impact 11 communities or neighborhoods, there will always be interests that benefit these specific locations that must be reviewed in the context of the entire plan.

San Bernardino County has many demands for limited financial resources and ultimately will be required to act on the premise of achieving the maximum good for the minimum stress upon existing communities. In subsequent studies the quantification of this perceived stress is essential. This plan provides the capital and staffing implications for expanding the court system to meet projected need, through which the impact studies can be undertaken.

## CALCULATION METHODS AND DATA TABLES

### Population

San Bernardino County was the home of 1,651,383 people in 1998. In order to analyze the current court activity in comparison to community population, it was necessary to divide the County population into the groups of people served by each existing court.

To begin the breakdown of population by court district, raw population data was provided for each municipality, or incorporated city, within the County. This data is shown in Table 1-1 on page 1-1 of this report. This data was grouped by court districts into total population served by each court (see Table 1-2, page 1-2 for the cities served by each court). For example, the population of the Fontana Court District is equal to the population of Fontana (104,201) plus the population of Rialto (80,249), giving a total of 184,450.

The unincorporated land area surrounding the cities of San Bernardino County houses 17% (1998) of the total County population (see row labeled *"Unincorporated Population"* in Table 1-1). This population had to be divided and added to the population of the court districts. The San Bernardino County Geographic Information Management Systems (GIMS) Department provided the current distribution (%) of unincorporated population served by each court district. This distribution can be seen in Table 1-3, page 1-6.

The percentages received from GIMS were multiplied by the total unincorporated population to calculate the total number of people living in the unincorporated area served by each court. For example, 4.0% of the unincorporated population lives in Fontana. The total unincorporated population (280,400) was multiplied by 4% (.04). The result (11,216) was added to the population living in the incorporated parts of the Fontana court district to give the grand total of people served by the Fontana Court—195,666.

These calculations are not shown with this level of detail for each court location. The resulting total 1998 populations by court district, however, can be seen in Table 1-3 on page 1-6 in the column labeled *"1998."*

To calculate the 2020 population, the same process was used. First SCAG projections were obtained for the year 2020 (see Appendix page A-4). These numbers were grouped into court districts, and the 2020 unincorporated population was allocated to give the total population in each court district. The results can be seen in Table 1-3 on page 1-6 in the column labeled *"2020."*

The populations for the same court locations in 2010 were calculated in a different way, taking the expected annual increase between 1998 and 2020, and distributing that increase evenly over the twelve years.

Table A-1  
**CITY AND COUNTY POPULATION ESTIMATES – SAN BERNARDINO COUNTY**

City/County	Population <sup>1</sup>	Household <sup>1</sup>	Persons/ HH <sup>1</sup>	Population/ 1990 Census <sup>2</sup>	Population/ City's GP <sup>3</sup>	Population Estimate @ Buildout <sup>3</sup>	Population Estimate/ City (4-98) <sup>4</sup>	Population Estimate/ DoF DRU (1-1-98) <sup>5</sup>
Adelanto	13,613	13,194	2.805	8,712	9,848	248,233	13,353	14,240
Apple Valley	52,829	52,644	2.986	41,378	41,378	103,448	56,734	54,085
Barstow	22,091	21,941	2.788	21,104	20,050	36,006	23,500	22,641
Big Bear Lake	5,936	5,928	2.509	5,351	6,075	11,484	5,936	6,049
Chino	62,671	54,911	3.331	59,682	56,136	70,551	62,671	64,536
Chino Hills	51,418	51,270	3.220	N/A	48,041	72,400 – 79,800	51,471	54,667
Colton	44,633	44,278	3.140	37,705	24,750	65,000 – 70,000	44,633	45,947
Fontana	104,201	103,715	3.458	77,971	69,657	193,018	104,201	107,590
Grand Terrace	13,099	12,998	2.862	10,859	9,877	14,250	13,350	13,247
Hesperia	59,535	59,448	3.111	50,418	50,778	270,000	63,220	60,874
Highland	40,659	40,502	3.170	34,439	26,850	75,860	40,640	41,935
Loma Linda	21,115	19,365	2.625	13,939	not listed	24,200 – 30,200	21,201	21,357
Montclair	29,735	29,392	3.349	28,434	30,783	41,500	29,735	30,134
Needles	5,727	5,597	2.620	5,475	4,498	14,500	6,004	5,801
Ontario	141,082	139,949	3.353	124,260	124,260	134,038*	142,497	143,799
Rancho Cucamonga	116,045	113,563	3.066	101,408	115,010	158,071	116,043	118,432
Redlands	65,202	63,110	2.716	60,394	66,301	101,644	63,500	66,060
Rialto	80,249	80,175	3.352	72,388	70,335	87,748 – 98,557	80,249	81,476
San Bernardino	180,306	175,373	2.965	153,660	148,370	218,670	180,306	182,554
Twentynine Palms	14,682	14,662	2.757	11,145	11,115	100,888	15,100	14,848
Upland	65,733	65,202	2.778	63,948	47,647	74,000	65,733	67,012
Victorville	60,406	59,920	3.078	31,714	26,844	171,646	61,528	61,650
Yucaipa	37,515	37,196	2.634	32,824	35,424	66,996	37,515	38,214
Yucca Valley	18,492	18,165	2.430	16,403	18,336	62,223	19,000	18,710
Unincorporated	280,413	268,864	3.080	191,450				286,016

**Notes:** <sup>1</sup> City and County Population and Housing Estimates – January 1, 1997. Prepared by the California Department of Finance, Demographic Research Unit.

<sup>2</sup> 1990 Census (need to verify #).

<sup>3</sup> Population per City's General Plan (see attached General Plan listing).

<sup>4</sup> Population estimates provided from City's Planning or Community Development Departments, April 1998.

<sup>5</sup> Population estimates provided from the Department of Finance, Population and Demographic Research Unit, 1-1-98.

\* Additional population of 103,000 per the Ontario AG Preserve Sphere Area.



Table A-1.1  
**GENERAL PLAN LISTING**

General Plan Listing
<ul style="list-style-type: none"> <li>➤ Adelanto General Plan Update, 1994 - Population pg. IV-7 and Buildout pg. IV-27</li> <li>➤ Town of Apple Valley General Plan, 1991 - Population pg. 7 (Housing) and Buildout pg. 31 (Land Use)</li> <li>➤ City of Barstow General Plan, 1987 - Population pg. CDTR-11 and Buildout pg. 13</li> <li>➤ City of Big Bear Lake Community Profile, Population pg. 11-3 and Buildout pg. 11-27</li> <li>➤ City of Chino General Plan, 1993 (Housing, 1989) - Population pg. IV-5 and Buildout pg. IV-7</li> <li>➤ City of Chino Hills General Plan, 1994 - Population pg. 2-7 (Housing) and Buildout pg. 1-21 (Land Use)</li> <li>➤ Final Preliminary General Plan for the City of Colton, 1987 - Population pg. 4-8 (Housing) and Buildout pg. 2-5 (Land Use)</li> <li>➤ Fontana General Plan, 1989 - Population pg. 4-8 (Housing) and Buildout pg. 2-5 (Land Use)</li> <li>➤ City of Grand Terrace General Plan, 1988 - Population pg. HP-8 and Buildout pg. HP-7</li> <li>➤ City of Hesperia General Plan, 1991 - Population pg. H-11 and Buildout pg. H-8</li> <li>➤ City of Highland General Plan; Interim GP City of Highland and DEIR Highland GP, 1990 - Population pg. IV-3 and Buildout pg. IV-16</li> <li>➤ City of Loma Linda General Plan, 1973 - Population not listed and Buildout pg. 13</li> <li>➤ Montclair General Plan, 1983 (Amendments 1984-85; Housing Element Amended, 1991) - Population and Buildout pg. 9</li> <li>➤ Needles General Plan, 1986 - Population pg. I-3 and Buildout pg. I-11</li> <li>➤ Ontario General Plan, 1992 - Population pg. 9-5 and Buildout pg. 7-34</li> <li>➤ General Plan for the City of Rancho Cucamonga, 1981 (Amended 1984 and 1989) - Population and Buildout pg. III-37</li> <li>➤ City of Redlands 1995 General Plan - Population pg. 1 (Growth) and Buildout pg. 2 (Growth)</li> <li>➤ City of Rialto General Plan, 1992 - Population pg. IV-8 and Buildout pg. II-19</li> <li>➤ City of San Bernardino General Plan, 1989 - Population pg. 2-9 and Buildout pg. 1-31</li> <li>➤ Twentynine Palms Community Plan - Draft 1986 - Population pg. F-20 and Twentynine Palms Final EIR 1987 - Buildout pg. 30</li> <li>➤ City of Upland General Plan, 1982 (Updates compiled 1992) - Population pg. V-2 and Buildout pg. IV-11</li> <li>➤ City of Victorville General Plan, 1988 - Population pg. 18 (Housing) and Buildout pg. 27 (Housing)</li> <li>➤ Yucaipa General Plan, 1992 - Population pg. IV-4 and Buildout "Statistical Chart" (Land Use)</li> <li>➤ Town of Yucca Valley General Plan, 1995 - Population pg. III-12 and Buildout pg. III-12</li> </ul>

TABLE A-2  
**SCAG POPULATION FORECAST**

City/County	SCAG Population Forecast					
	1994	2000	2005	2010	2015	2020
<b>Adelanto</b>	12,000	13,800	18,100	21,700	27,500	34,000
<b>Apple Valley</b>	53,500	56,100	62,500	67,800	78,300	85,900
<b>Barstow</b>	22,700	26,400	28,300	30,500	32,700	40,600
<b>Big Bear Lake</b>	5,800	6,900	8,000	9,100	10,400	11,600
<b>Chino</b>	62,800	66,100	69,400	72,900	76,700	80,400
<b>Colton</b>	45,100	49,500	53,900	58,500	63,500	68,500
<b>Fontana</b>	103,100	119,900	136,800	154,400	173,500	192,600
<b>Grand Terrace</b>	13,400	14,400	15,500	16,600	17,700	18,900
<b>Hesperia</b>	59,200	64,900	78,700	90,200	108,700	129,400
<b>Highland</b>	39,500	44,600	49,800	55,200	61,100	66,900
<b>Loma Linda</b>	21,300	23,300	25,300	27,400	29,700	31,900
<b>Montclair</b>	30,200	32,200	34,200	36,300	38,600	40,900
<b>Needles</b>	5,900	7,200	7,800	8,500	9,300	11,900
<b>Ontario</b>	144,000	149,500	155,100	161,000	167,300	173,700
<b>Rancho Cucamonga</b>	115,000	128,300	141,800	155,900	171,000	186,300
<b>Redlands</b>	64,200	68,700	73,100	77,800	82,800	87,900
<b>Rialto</b>	80,000	91,200	102,600	114,400	127,200	140,100
<b>San Bernardino</b>	179,100	193,600	208,200	223,400	239,900	256,400
<b>Twentynine Palms</b>	14,800	16,700	17,600	18,700	19,900	23,800
<b>Upland</b>	67,500	70,800	74,200	77,800	81,600	85,400
<b>Victorville</b>	57,200	63,200	77,500	89,400	108,500	130,000
<b>Yucaipa</b>	37,000	40,900	44,800	48,900	53,300	57,800
<b>Unincorporated</b>	325,300	424,500	522,200	623,200	735,600	874,900
<b>SBD County</b>	1,558,300	1,772,500	2,005,400	2,239,600	2,512,700	2,830,100

Source: SCAG, 1998 RTP Adopted Forecast, April 1998.

Note: This forecast does not include Chino Hills and Yucca Valley.

# SAN BERNARDINO COUNTY COURTS MASTER PLAN

Appendix

Table A-3  
CITY AND COUNTY POPULATION ESTIMATES (AGE BREAKOUT) – SAN BERNARDINO COUNTY

	1-4	5-9	10-14	15-19	20-24	25-29	30-34	35-44	45-54	55-64	65+
County of SBD	155,939	152,817	134,484	120,629	103,776	115,416	132,426	266,488	173,098	98,501	139,157
Adelanto	1,396	1,367	1,196	1,082	926	1,025	1,182	2,392	1,552	883	1,239
Apple Valley	3,679	5,614		11,745		6,158		7,425	4,346	3,709	4,702
Barstow	2,219	2,174	1,902	1,721	1,472	1,630	1,879	3,804	2,468	1,403	1,969
Big Bear Lake	1,045			744		699		978	24,770		
Chino	6,325	6,195	5,421	4,905	4,195	4,647	5,356	10,842	7,034	4,001	5,615
Chino Hills	5,764	8,168		2,882	2,882	11,530		9,608	3,843	1,922	1,441
Colton	4,503	4,411	3,860	3,492	2,987	3,308	3,814	7,719	5,008	2,849	3,996
Fontana	37,617				11,045	38,033			11,775		5,731
Grand Terrace	1,298	1,272	1,113	1,007	861	954	1,099	2,226	1,444	821	1,152
Hesperia	6,699	11,249		6,814	2,927	9,756		9,447	5,853	4,073	6,403
Highland	4,493	6,782		4,196	2,204	6,867		7,078	4,832	2,755	3,179
Loma Linda	2,093	2,050	1,794	1,623	1,388	1,538	1,773	3,588	2,328	1,324	1,858
Montclair	2,953	2,893	2,531	2,290	1,959	2,170	2,501	5,063	3,285	1,868	2,621
Needles	568	557	487	441	377	418	481	975	632	360	505
Ontario	20,040	20,040		11,967	9,211	30,666		19,789	11,046	7,493	9,594
Rancho Cucamonga	9,385	25,503			27,799			18,231	15,408		5,082
Redlands	5,491	13,736			3,621	10,175		9,758	6,072	4,347	7,214
Rialto	7,985	7,822	6,844	6,192	5,296	5,866	6,763	13,688	8,881	5,051	7,088
San Bernardino	17,890	17,525	15,335	13,874	11,866	13,144	15,153	30,669	19,898	11,318	15,882
Twentynine Palms	1,455	1,425	1,247	1,128	966	1,070	1,232	2,494	1,618	921	1,292
Upland	6,567	6,433	5,629	5,093	4,356	4,825	5,562	11,258	7,304	4,155	5,830
Victorville	6,042	5,918	5,179	4,685	4,007	4,439	5,117	10,357	6,720	3,822	5,364
Yucaipa	2,721	4,441		1,852	1,276	2,073	2,444	4,285	3,038	4,134	6,560
Yucca Valley	1,422	1,751		1,199	591	2,048		2,056	1,412	1,645	4,279

**Source:** County of San Bernardino – Department of Finance; Ethnic Population Estimate with Age & Sex Detail 1/98, prepared by San Bernardino County Public Health.

Apple Valley – General Plan (based on 1990 Census)  
Big Bear Lake (1997 forecast)  
Chino Hills – General Plan (1993 forecast)  
Fontana – Economic and Community Profile, 1998  
Hesperia – Urban Decision Systems, Inc., 1996  
Highland – Benchmark: Population Profile (1997 estimates)

Ontario – General Plan (based on 1993 forecast)  
Rancho Cucamonga – Community Profile, 1994  
Redlands – Housing Element, 10/95  
Yucaipa – General Plan (based on 1990 Census)  
Yucca Valley – General Plan (based on 1990 Census)

**Notes:** Population estimate provided from the Department of Finance, Population and Demographic Research Unit, 1-1-98. Population estimates used only for the following cities: Adelanto, Barstow, Chino, Colton, Grand Terrace, Loma Linda, Montclair, Needles, Rialto, San Bernardino, Twentynine Palms, Upland, and Victorville. Age breakout determined by County percentages and applied to individual cities: 1-4 (9.8%), 5-9 (9.6%), 10-14 (8.4%), 15-19 (7.6%), 20-24 (6.5%), 25-29 (7.2%) 30-34 (8.3%) 35-44 (16.8%), 45-54 (10.9%) 55-64 (6.2%) and 65+ (8.7%).

Table A-4  
**AVERAGE 1998 POPULATION ESTIMATE**

<b>City</b>	<b>1998 City Estimates</b>	<b>1998 Dept. of Finance Estimates</b>	<b>1998 Average</b>
1 Adelanto	13,353	14,240	13,797
2 Apple Valley	56,734	54,085	55,410
3 Barstow	23,500	22,641	23,071
4 Big Bear Lake	5,936	6,049	5,993
5 Chino	62,671	64,536	63,604
6 Chino Hills	51,471	54,667	53,069
7 Colton	44,633	45,947	45,290
8 Fontana	104,201	107,590	105,896
9 Grand Terrace	13,350	13,247	13,299
10 Hesperia	63,220	60,874	62,047
11 Highland	40,640	41,935	41,288
12 Loma Linda	21,201	21,357	21,279
13 Montclair	29,735	30,134	29,935
14 Needles	6,004	5,801	5,903
15 Ontario	142,497	143,799	143,148
16 Rancho Cucamonga	116,043	118,432	117,238
17 Redlands	63,500	66,060	64,780
18 Rialto	80,249	81,476	80,863
19 San Bernardino	180,306	182,554	181,430
20 Twentynine Palms	15,100	14,848	14,974
21 Upland	65,733	67,012	66,373
22 Victorville	61,528	61,650	61,589
23 Yucaipa	37,515	38,214	37,865
24 Yucca Valley	19,000	18,710	18,855
25 Unincorporated	286,016	286,016	286,016
<b>Totals</b>	<b>1,604,136</b>	<b>1,621,874</b>	<b>1,613,005</b>

Source: Tom Dodson & Associates, Inc.

Table A-5  
**COUNTYWIDE PROJECT MODELS (1991-1998)**

<b>Model I--% change in Caseload per Population</b>				
<b>Projected Caseload</b>	<b>Base 1998</b>	<b>Chg. / Yr</b>	<b>2010</b>	<b>2020</b>
Municipal Filings	417,836	-1.71%	332,225	275,499
Municipal Dispositions	362,815	-3.15%	225,826	154,771
Superior Filings	63,265	3.94%	93,150	129,818
Superior Dispositions	49,448	1.36%	57,538	65,382
<b>Projected Court Staff</b>			<b>2010</b>	<b>2020</b>
Municipal Judicial Positions	34		27	23
Superior Judicial Positions	37		55	77
Judicial Positions (avg. per municipal and per s	72		82	99
Court Personnel	719		825	995

<b>Model II--# change in Caseload per population</b>				
<b>Projected Caseload</b>	<b>Base 1998</b>	<b>Chg. / Yr</b>	<b>2010</b>	<b>2020</b>
Municipal Filings	417,836	-3,570	374,998	339,299
Municipal Dispositions	362,815	-8,946	255,460	165,998
Superior Filings	63,265	2,083	88,265	109,099
Superior Dispositions	49,448	994	61,380	71,323
<b>Projected Court Staff</b>			<b>2010</b>	<b>2020</b>
Municipal Judicial Positions	34		31	28
Superior Judicial Positions	37		52	65
Judicial Positions (avg. per municipal and per s	72		83	92
Court Personnel	719		831	925

<b>Model III--Modified % Change in Caseload per Population</b>				
<b>Projected Caseload</b>	<b>Base 1998</b>	<b>Chg. / Yr</b>	<b>2010</b>	<b>2020</b>
Municipal Filings	417,836	2.89%	562,583	724,991
Municipal Dispositions	362,815	-8.88%	-23,908	-2,672
Superior Filings	63,265	7.61%	121,058	213,212
Superior Dispositions	49,448	3.21%	68,479	90,442
<b>Projected Court Staff</b>			<b>2010</b>	<b>2020</b>
Municipal Judicial Positions	34		46	60
Superior Judicial Positions	37		72	126
Judicial Positions (avg. per municipal and per s	72		118	186
Court Personnel	374		1180	1859

<b>Model IV--Modified # Change in Caseload per Population</b>				
<b>Projected Caseload</b>	<b>Base 1998</b>	<b>Chg. / Yr</b>	<b>2010</b>	<b>2020</b>
Municipal Filings	417,836	11057	550,520	661,090
Municipal Dispositions	362,815	-36544	-75,715	-441,157
Superior Filings	63,265	3886	109,893	148,750
Superior Dispositions	49,448	1492	67,346	82,261
<b>Projected Court Staff</b>			<b>2010</b>	<b>2020</b>
Municipal Judicial Positions	34		45	54
Superior Judicial Positions	37		65	88
Judicial Positions (avg. per municipal and per s	72		110	142
Court Personnel	719		1,104	1,425

Table A-5  
**COUNTYWIDE PROJECT MODELS (1991-1998), Continued**

<b>Model V--Population-Based Projection Model</b>		
<b>Year</b>	<b>2010</b>	<b>2020</b>
Projected Population (SCAG Forecast)*	2,239,600	2,830,100
Projected Municipal Filings	576,270	728,211
Projected Municipal Dispositions	534,634	675,597
Projected Superior Filings	86,844	109,741
Projected Superior Dispositions	68,107	64,548
Projected Judicial Positions	94	119
Court Personnel projected by Municipal Filings	965	1220
Court Personnel projected by Superior Filings	964	1218
Court Personnel projected by Judicial Position	942	1190
Average Projected Court Personnel (incl. judge	957	1209

<b>Model VI--County-Wide Ratio of Filings to Judicial Officers</b>		
<b>Year</b>	<b>2010</b>	<b>2020</b>
Projected Filings	663,113	837,952
Judicial Officers per Filing	7210	7210
Total Projected Judicial Officers	92	116
Estimated Court Personnel	920	1163

\*Population did not include Dairy Preserve, Yucca Valley, Chino Hills or other populations equal to 444,493.

**Filings By Current Court Location and Filing Type**

To start the regional breakdown by court location and filing type, all historical filings were collected from hard copy monthly and annual reports created and filed in San Bernardino County Courts Administration. These filings were then added together into some broad categories of filings types which were suggested by the County. The categories consist of the following:

- **Criminal** (superior criminal, PI and PD motor vehicle, eminent domain, habeas corpus, municipal felony, non-traffic misdemeanors groups A and B, non-traffic infractions groups A and B, and traffic misdemeanors groups C and D)
- **Civil** (all superior civil complaints and municipal civil)
- **Juvenile Delinquency**
- **Family Law**
- **Civil Petitions**
- **Juvenile Dependency**
- **Small Claims**
- **Mental Health**
- **Appeals**
- **Probate** (superior probate)
- **Traffic** (all municipal traffic infractions)

The filings for each court location were compiled into summary tables that can be seen in the Appendix, pages A-15 to A-26, by court location at the top of each page. Below is a representative sample of the "Historical and Projected Filings" tables, taken from the Victorville Court Region.

***Example***

<b>HISTORICAL AND PROJECTED FILINGS – VICTORVILLE COURT</b>								
	<b>1991-92</b>	<b>1992-93</b>	<b>1993-94</b>	<b>1994-95</b>	<b>1995-96</b>	<b>1996-97</b>	<b>2010</b>	<b>2020</b>
<b>Population</b>	159,133	169,196	179,259	189,321	199,384	209,447	348,663	456,291
<b>FILINGS BY COURT TYPE</b>								
Criminal	15,159	14,140	14,691	16,144	17,361	15,649	29,511	38,621
Civil	4,098	4,613	4,633	4,445	4,393	4,726	8,539	11,174
Juvenile	0	0	0	0	0	0	0	0
Family Law	1,792	1,786	1,684	1,634	1,743	1,731	3,303	4,323
Civil Petitions	1,725	3,479	951	4,748	6,040	6,515	7,250	9,488
Juvenile Dependency	0	0	0	0	0	0	18	24
Small Claims	3,574	3,138	3,121	3,398	4,577	4,499	7,020	9,187
Mental Health	0	0	0	0	12	54	18	24
Appeals	178	87	156	112	93	77	228	299
Probate	299	306	274	346	334	293	588	769
Traffic	38,659	34,009	30,507	27,761	27,346	26,572	59,550	77,933
<b>Total Filings</b>	<b>65,484</b>	<b>61,558</b>	<b>56,017</b>	<b>58,588</b>	<b>61,899</b>	<b>60,116</b>	<b>115,917</b>	<b>151,699</b>

***Note: From this point on in the description of the calculation process, the same process was repeated for each court location.***

The population of each region for the years from 1991-92 to 1996-97 was combined with historical filings by the types listed above to calculate the rate of filings by type to the population within that court region. Taking Victorville as an example, in 1991-92 the region contained 159,133 inhabitants and there were 15,159 criminal filings. Dividing 15,159 by 159,133 gives the ratio of filings to inhabitants ( $15,159/159,133 = .10$ ). This same calculation was done for each filing type for the fiscal years from 1991-92 to 1996-97. The results can be seen on each page of the Appendix pp. A-15 to A-26, in the table titled, **"Filings to Population."**

***Example***

**FILINGS TO POPULATION – VICTORVILLE COURT**

	1991-92	1992-93	1993-94	1994-95	1995-96	1996-97
Criminal	0.10	0.08	0.08	0.09	0.09	0.07
Civil	0.03	0.03	0.03	0.02	0.02	0.02
Juvenile	0.00	0.00	0.00	0.00	0.00	0.00
Family Law	0.01	0.01	0.01	0.01	0.01	0.01
Civil Petitions	0.01	0.02	0.01	0.03	0.03	0.03
Juvenile Dependency	0.00	0.00	0.00	0.00	0.00	0.00
Small Claims	0.02	0.02	0.02	0.02	0.02	0.02
Mental Health	0.00	0.00	0.00	0.00	0.00	0.00
Appeals	0.00	0.00	0.00	0.00	0.00	0.00
Probate	0.00	0.00	0.00	0.00	0.00	0.00
Traffic	0.24	0.20	0.17	0.15	0.14	0.13
<b>Total</b>	<b>0.41</b>	<b>0.36</b>	<b>0.31</b>	<b>0.31</b>	<b>0.31</b>	<b>0.29</b>

In order to project future filings by type, an average of the Filings to Population Rates was calculated. This average was based on the historical average calculated shown in the table "Filings to Population" for each court type. In some cases, where a drastic change had occurred at some point during the past 6 years, less than six years of rates were averaged. Looking back at Victorville, the criminal rate seen in the row labeled "Criminal" in the Filings to Population table is relatively steady across the six-year period. There was some fluctuation up and down, but all six years' data were averaged to calculate the rate to be used for future projections (.08). This rate can be seen in the column labeled "Rate" and the row "Criminal" in the table labeled **"Constant Filings Rate."**

***Example***

**CONSTANT FILINGS RATE – VICTORVILLE COURT**

Constant Filings Rate	Rate	2010	2020
Projected Population		348,663	456,291
<b>Projected Filings</b>			
Criminal	0.08	29,511	38,621
Civil	0.02	8,539	11,174
Juvenile	0.00	0	0
Family Law	0.01	3,303	4,323
Civil Petitions	0.02	7,250	9,488
Juvenile Dependency	0.00	18	24
Small Claims	0.02	7,020	9,187
Mental Health	0.00	18	24
Appeals	0.00	228	299
Probate	0.00	588	769
Traffic	0.17	59,550	77,933
<b>Total</b>	<b>0.33</b>	<b>115,917</b>	<b>151,699</b>



Civil Petitions in Victorville, however, have increased from .01 to .03 over the past 6 years. Most of this increase occurred from 1991-92 to 1993-4, and the rate has remained steady at .03 for the past three years. Using the complete six years of data to calculate an average rate would unrealistically lower the average rate to .02, or the average of .01, .02, .01, .03, .03, and .03. The actual rate of civil petitions seems to be steady at .03. In this case, only the past three years of rates were averaged to calculate the rate to be used for filings projections—.03.

This same procedure was followed for each court location and filing type to obtain the average filing rate per population. The resulting rates can be seen in the column labeled “Rate” in the table called “Constant Filings Rate” in the Appendix, pages A-15 to A-26 by court location.

After the rate of filings to population was calculated for each filing type and court location, future filings were projected. This was done by multiplying the rate calculated in the previous step by the projected population of the court region (see Chapter 1). Continuing with Victorville as an example, the population in 2010 is expected to reach 348,663. Multiplying the rate of criminal filings to population (.08) by the projected population yields 27,893 criminal filings that region can expect its population to generate in the year 2010. *(Note that this number is not exactly the same as the number calculated in the table due to rounding. The numbers used in the tables are the results of linked formulas and the actual rate is .08464131641, which yields 29,511 when multiplied by 348,663. All rates were rounded to two decimal places in the report, but the complete rate was used for calculations).*

***Example***

**ESTIMATED JUDICIAL OFFICERS BASED ON FILINGS  
– VICTORVILLE COURT**

<b>Court Type</b>	<b>Ratio</b>	<b>2010</b>	<b>2020</b>
Criminal	4,472	6.6	8.6
Civil	4,765	1.8	2.3
Juvenile	1,388	0.0	0.0
Family Law	1,104	3.0	3.9
Civil Petitions	35,208	0.2	0.3
Juvenile Dependency	1,753	0.0	0.0
Small Claims	9,242	0.8	1.0
Mental Health	286	0.1	0.1
Appeals	5,123	0.0	0.1
Probate	2,312	0.3	0.3
Traffic	57,245	1.0	1.4
<b>Total</b>		<b>13.8</b>	<b>18.0</b>

This procedure was followed for each court location and filing type using population projections for the years 2010 and 2020. The resulting filings projections are shown in the table labeled “Constant Filings Rate” on pages A-15 to A-26 in the Appendix. A summary table can be found in the text of the report on page 2-3, Table 2-2.

**Judicial Officer Projections by Location and Filings Type**

In order to translate filings projections by type to judicial officers needed, current judicial time spent disposing of each filing type had to be collected. This data was provided by the County for each of the filings types and locations, and was based on court calendars and judges’ use of time. The data was provided in Full-Time Equivalents, or FTE’s. This means that each 40 hours per week equals one FTE of a judge. The FTE’s provided by the County can be seen in the table below. These FTE’s include part-time judicial officers, referees, pro-tems, retired judges, and any other judicial equivalent.

**Table A-6  
1996/1997 FILINGS BY TYPE**

San Bernardino County Filings by Type (1996-97)													
	Barstow	Big Bear	Chino	Fontana	Joshua Tree	Needles	Rancho	Redlands	San Bernardino	Twin Peaks	Victorville	Juvenile	COUNTY TOTAL
<b>Criminal</b>	6,141	1,831	5,263	16,579	4,204	2,837	29,651	6,034	32,185	1,937	15,649		122,311
<b>Civil</b> (not including Family Law, Small Claims, Mental Health, Appeals, Probate, or Traffic)	765	338	3,519	3,709	782	48	9,232	902	11,982	414	4,726		36,417
<b>Juvenile Delinquency</b>												4,164	4,164
<b>Family Law</b>	672	0	0	0	490	0	2,448	0	3,598	0	1,731	0	8,939
<b>Civil Petitions</b>	137	0	0	0	280	0	5,490	0	13,969	0	6,515	0	26,391
<b>Juvenile Dependency</b>	0	0	0	0	0	0	0	0	0	0	0	3,505	3,505
<b>Small Claims</b>	504	288	2,899	2,854	481	44	5,526	1,030	5,736	271	4,499		24,132
<b>Mental Health</b>	11	20	0	0	0	0	6	0	18	0	54		109
<b>Appeals</b>	14	0	31	26	10	0	103	0	191	0	77		452
<b>Probate &amp; Guardianship</b>	100	0	0	0	132	0	293	0	1,036	0	293		1,854
<b>Juvenile Traffic*</b>	586				669		11,631		9,619		2,368		24,873
<b>Traffic</b>	17,755	4,349	9,154	24,461	7,506	15,465	56,592	11,390	46,227	5,293	26,572		224,764
<b>TOTALS</b>	<b>26,685</b>	<b>6,826</b>	<b>20,866</b>	<b>47,629</b>	<b>14,554</b>	<b>18,394</b>	<b>120,972</b>	<b>19,356</b>	<b>124,561</b>	<b>7,915</b>	<b>62,484</b>	<b>7,669</b>	<b>477,911</b>

Source: Filings Data Compiled by Carter Goble Associates, Inc. based on San Bernardino Courts Monthly Reports.

\* Juvenile Traffic data taken from 1997 statistical reports.

Note: Filings Data compiled from County Reports, re-aggregated according to Courts Master Plan Steering Committee request.

**Table A-7  
FULL-TIME EQUIVALENCIES OF JUDICIAL OFFICERS**

San Bernardino County Full-Time Equivalencies of Judicial Officers													
	Barstow	Big Bear	Chino	Fontana	Joshua Tree	Needles	Rancho	Redlands	San Bernardino	Twin Peaks	Victorville	Juvenile	COUNTY TOTAL
<b>Criminal</b>	3.95	0.5	0.7	4	1.25	0.4	8.20	2	9	0.225	5.15		35.88
<b>Civil</b> (not including Family Law, Small Claims, Mental Health, Appeals, Probate, or Traffic)	0.44	0.1	0.6	0.38	0.5	0.03	7.95	0.05	7.45	0.08	2.17		19.75
<b>Juvenile Delinquency</b>												3	3.00
<b>Family Law</b>	0.1				0.2	0.025	2		4.05		2		8.38
<b>Civil Petitions</b>	0.05	0.05			0.2	0.10	0.03		0.20	0.015	0.05		0.70
<b>Juvenile Dependency</b>												2	2.00
<b>Small Claims</b>	0.05	0.1	1.00	0.38	0.10	0.02	1.20	0.05	0.4		0.2		3.50
<b>Mental Health</b>									0.063				0.06
<b>Appeals</b>									0.075		0.01		0.09
<b>Probate &amp; Guardianship</b>	0.05				0.1		0.2		0.4		0.07		0.82
<b>Juvenile Traffic*</b>	0.0125	0.05			0.0125	0.0125	0.80		0.8	0.03	0.30		2.02
<b>Traffic</b>	0.3	0.2	0.7	0.46	0.75	0.4	0.6	0.1	0.5	0.075	0.35		4.44
<b>TOTALS</b>	<b>4.95</b>	<b>1.00</b>	<b>3.00</b>	<b>5.22</b>	<b>3.11</b>	<b>0.99</b>	<b>20.98</b>	<b>2.20</b>	<b>22.94</b>	<b>0.42</b>	<b>10.30</b>	<b>5.00</b>	<b>80.11</b>

Source: San Bernardino County Courts Administration and Court Managers.

Historical filings by location and court type for fiscal year 1996-97 (the most recent complete year of data) was divided by the FTE's to obtain the rate of filings in each court district per judicial officer. For example, in Victorville in 1996-97 there were 15,649 criminal filings. Dividing these filings by the reported 5.15 FTE's of judicial officers working on criminal cases yields a rate of 3039 criminal filings coming in for each judicial officer (15,649 / 5.15 = 3039). This process was completed for each court location and filing type. The results can be seen in the Table A-8 below.

**Table A-8  
ANNUAL RATE OF FILINGS PER JUDICIAL OFFICER BY LOCATION**

San Bernardino County Annual Rate of Filings per Judicial Officer (by Location in 1996-97)													
	Barstow	Big Bear	Chino	Fontana	Joshua Tree	Needles	Rancho	Redlands	San Bernardino	Twin Peaks	Victorville	Juvenile	Co. Rate of Filings per Judicial Officer
<b>Criminal</b>	1,555	3,662	7,519	4,145	3,363	7,093	3,616	3,017	3,576	8,609	3,039		4,472
<b>Civil</b> (not including Family Law, Small Claims, Mental Health, Appeals, Probate, or Traffic)	1,739	3,380	5,865	9,761	1,584	1,600	1,161	18,040	1,608	5,520	2,178		4,767
<b>Juvenile Delinquency</b>												1,388	1,388
<b>Family Law</b>	6,720	0	0	0	2,450	0	1,224	0	888	0	866		1,104
<b>Civil Petitions</b>	2,740	0	0	0	1,400	0	183,000	0	69,845	0	130,300		35,208
<b>Juvenile Dependency</b>												1,753	1,753
<b>Small Claims</b>	10,080	2,880	2,899	7,511	4,810	2,200	4,605	20,600	14,340		22,495		9,242
<b>Mental Health</b>									286				286
<b>Appeals</b>									2,547		7,700		5,124
<b>Probate &amp; Guardianship</b>	2,000				1,320		1,465		2,590		4,186		2,312
<b>Juvenile Traffic*</b>	46,880	0			53,520	0	14,539				7,893		20,472
<b>Traffic</b>	59,183	21,745	13,077	53,176	10,008	38,663	94,320	113,900	92,454		75,920		57,245
<b>TOTAL FILINGS</b>	26,685	6,826	20,866	47,629	14,554	18,394	120,972	19,356	124,561	7,915	62,484	7,669	477,911
<b>CURRENT JUDICIAL OFFICER FTEs</b>	4.95	1.00	3.00	5.22	3.11	0.99	20.98	2.20	22.94	0.42	10.30	5.00	80.11

Source: Calculated by Carter Goble Associates, Inc.

*Note that these rates are all in terms of filings per **one judicial officer FTE**. This means that for locations with more than one FTE of a judicial officer, the rate will be a lower number than the total filings of that type for that location. Likewise, for locations with less than one FTE of a judicial officer hearing a certain type of case, the rate will be a higher number than the total historical filings in that location. This is mathematically accurate, and provides the weighting factor for each location that will be used in the next step.*

After the filings rates were calculated by location and filing type, a county average filing rate was calculated. This step was done by adding together the rates calculated in the previous step for one filing type, and dividing by the total number of rates.

**Example—Probate and Guardianship**

$$\frac{2,000 \text{ Filings}}{1 \text{ FTE}} + \frac{1,320 \text{ Filings}}{1 \text{ FTE}} + \frac{1,465 \text{ Filings}}{1 \text{ FTE}} + \frac{2,590 \text{ Filings}}{1 \text{ FTE}} + \frac{4,186 \text{ Filings}}{1 \text{ FTE}} = \frac{11,561 \text{ Filings}}{5 \text{ FTE's}}$$

Dividing the 11,561 filings by five FTE's gives a county average filing rate for Probate and Guardianship of 2,312 filings per judicial officer.

The County Average Rate of Filings per Judicial Officer can be seen in the column with that label in Table A-8, above.

*Note: At one point in the study, it was suggested that this average rate be calculated in a different manner. The suggestion was that the rate be simply the total County filings divided by the total County FTE's. This suggestion was implemented, and the resulting rates were very low. Using these rates to project future judicial officer needs resulted in a total projection of 171 judicial officers. This number defied the common sense of the Committee, and was discarded. It was determined that this straight average model does not appropriately weight the rates by location.*

Projected filings by type were divided by the County Average Rate of Filings per Judicial Officer to forecast the number of judicial officers (courts) needed for each filing type in the future. Taking Victorville Criminal as an example, the projected 2010 filings (29,511; page A-10) divided by the County average rate of criminal filings per judicial officer (4,472; page A-13) gives 6.6 judicial FTE's (courts) that will be needed in the year 2010 in Victorville for Criminal filings.

This step was repeated for each court location and filing type to forecast the future judicial officer / court needs for the years 2010 and 2020. The results can be seen in Table A-9 below. A regional summary can be found on page 2-5, Table 2-5.

Table A-9  
**TOTAL ESTIMATED JUDICIAL OFFICER NEEDS**

<b>COUNTYWIDE PROJECTIONS OF JUDICIAL OFFICER NEEDS BY LOCATION (Including Juvenile)</b>														
	<b>Year</b>	<b>Barstow</b>	<b>Big Bear</b>	<b>Chino</b>	<b>Fontana</b>	<b>Joshua Tree</b>	<b>Needles</b>	<b>Rancho</b>	<b>Redlands</b>	<b>San Bernardino</b>	<b>Twin Peaks</b>	<b>Victorville</b>	<b>Juvenile</b>	<b>Total (Incl. Juvenile Needs)</b>
<b>Overall</b>	2010	6.1	1.4	6.2	9.6	3.5	1.3	20.9	2.8	22.4	1.4	13.8	9.2	98.5
	2020	8.4	1.9	7.3	12.3	4.4	1.9	25.7	3.5	27.4	1.9	18.0	12.7	<b>125.4</b>
<b>BY COURT / CASE TYPE</b>														
<b>Criminal</b>	2010	3.0	0.9	3.3	6.2	1.7	1.0	11.4	1.8	10.1	0.9	6.6	0.0	47.0
	2020	4.1	1.3	4.7	7.9	2.2	1.5	14.0	2.3	12.4	1.3	8.6	0.0	<b>60.3</b>
<b>Civil</b>	2010	0.4	0.2	1.3	1.6	0.3	0.0	2.9	0.4	3.3	0.2	1.8		12.4
	2020	0.5	0.2	1.8	2.0	0.4	0.0	3.6	0.6	4.1	0.2	2.3		<b>15.8</b>
<b>Juvenile Delinquency</b>	2010	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	5.7	5.7
	2020	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	7.9	<b>7.9</b>
<b>Family Law</b>	2010	1.4	0.0	0.0	0.0	0.9	0.0	3.5	0.0	5.1	0.0	3.0		13.8
	2020	1.8	0.0	0.0	0.0	1.1	0.0	4.3	0.0	6.3	0.0	3.9		<b>17.4</b>
<b>Civil Petitions</b>	2010	0.0	0.0	0.0	0.0	0.0	0.0	0.2	0.0	0.5	0.0	0.2		0.9
	2020	0.0	0.0	0.0	0.0	0.0	0.0	0.2	0.0	0.7	0.0	0.3		<b>1.2</b>
<b>Juvenile Dependency</b>	2010	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	3.5	3.5
	2020	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	4.8	<b>4.8</b>
<b>Small Claims</b>	2010	0.1	0.1	0.8	1.0	0.1	0.0	1.0	0.2	0.8	0.1	0.8		5.0
	2020	0.1	0.1	0.0	1.3	0.1	0.0	1.2	0.3	1.0	0.1	1.0		<b>5.3</b>
<b>Mental Health</b>	2010	0.1	0.0	0.0	0.0	0.1	0.0	0.1	0.0	0.4	0.0	0.1		0.8
	2020	0.2	0.1	0.0	0.0	0.1	0.0	0.1	0.0	0.5	0.0	0.1		<b>1.0</b>
<b>Appeals</b>	2010	0.0	0.0	0.0	0.0	0.0	0.0	0.1	0.0	0.1	0.0	0.0		0.2
	2020	0.0	0.0	0.0	0.0	0.0	0.0	0.1	0.0	0.1	0.0	0.1		<b>0.3</b>
<b>Probate</b>	2010	0.1	0.0	0.0	0.0	0.1	0.0	0.2	0.0	0.7	0.0	0.3		1.4
	2020	0.1	0.0	0.0	0.0	0.2	0.0	0.3	0.0	0.8	0.0	0.3		<b>1.7</b>
<b>Traffic</b>	2010	1.1	0.1	0.8	0.8	0.3	0.3	1.6	0.3	1.2	0.2	1.0		7.8
	2020	1.5	0.2	0.8	1.1	0.4	0.4	2.0	0.4	1.5	0.2	1.4		<b>9.7</b>

Source: Carter Goble Associates, Inc.

Table A-10.1  
CURRENT ACILITIES SSESMENT ENTRAL OURT

**HISTORICAL AND PROJECTED FILINGS**

	1991-92	1992-93	1993-94	1994-95	1995-96	1996-97	2010	2020
Population	288,301	297,283	306,264	315,246	324,227	333,209	470,928	578,210
<b>FILINGS BY COURT TYPE</b>								
Criminal	40,786	34,039	29,449	30,628	31,517	32,185	45,575	55,534
Civil	10,220	10,304	10,378	9,482	10,623	11,982	15,917	19,395
Juvenile	0	0	0	0	0	0	0	0
Family Law	4,692	4,936	4,638	4,120	3,999	3,598	5,683	6,924
Civil Petitions	7,518	11,747	12,133	10,778	15,313	13,969	19,185	23,378
Juvenile Dependency	0	0	0	0	0	0	0	0
Small Claims	7,129	6,452	4,766	5,290	5,639	5,736	7,882	9,604
Mental Health	111	96	80	110	88	18	110	134
Appeals	552	298	627	324	203	191	503	613
Probate	1,095	1,345	1,139	1,054	1,007	1,036	1,563	1,905
Traffic	63,127	57,182	51,574	49,775	45,878	46,227	71,407	87,011
<b>Total Filings</b>	<b>135,230</b>	<b>126,399</b>	<b>109,079</b>	<b>111,561</b>	<b>114,267</b>	<b>114,942</b>	<b>167,825</b>	<b>204,498</b>

**FILINGS TO POPULATION**

	1991-92	1992-93	1993-94	1994-95	1995-96	1996-97
Criminal	0.14	0.11	0.10	0.10	0.10	0.10
Civil	0.04	0.03	0.03	0.03	0.03	0.04
Juvenile	0.00	0.00	0.00	0.00	0.00	0.00
Family Law	0.02	0.02	0.02	0.01	0.01	0.01
Civil Petitions	0.03	0.04	0.04	0.03	0.05	0.04
Juvenile Dependency	0.00	0.00	0.00	0.00	0.00	0.00
Small Claims	0.02	0.02	0.02	0.02	0.02	0.02
Mental Health	0.00	0.00	0.00	0.00	0.00	0.00
Appeals	0.00	0.00	0.00	0.00	0.00	0.00
Probate	0.00	0.00	0.00	0.00	0.00	0.00
Traffic	0.22	0.19	0.17	0.16	0.14	0.14
<b>Total</b>	<b>0.47</b>	<b>0.43</b>	<b>0.36</b>	<b>0.35</b>	<b>0.35</b>	<b>0.34</b>

**CONSTANT FILINGS RATE**

Constant Filings Rate	Rate	2010	2020
Projected Population		470,928	578,210
<b>Projected Filings</b>			
Criminal	0.10	45,575	55,958
Civil	0.03	15,917	19,543
Juvenile	0.00	0	0
Family Law	0.01	5,683	6,977
Civil Petitions	0.04	19,185	23,556
Juvenile Dependency	0.00	0	0
Small Claims	0.02	7,882	9,678
Mental Health	0.00	110	135
Appeals	0.00	503	618
Probate	0.00	1,563	1919
Traffic	0.15	71,407	87,674
<b>Total</b>	<b>0.35</b>	<b>165,700</b>	<b>203,447</b>

**ESTIMATED JUDICIAL OFFICERS BASED ON FILINGS**

Court Type	Ratio	2010	2020
Criminal	4,472	10.1	12.4
Civil	4,765	3.3	4.1
Juvenile	1,388	0.0	0.0
Family Law	1,104	5.1	6.3
Civil Petitions	35,208	.5	0.7
Juvenile Dependency	1,753	0.0	0.0
Small Claims	9,242	0.8	1.0
Mental Health	286	0.4	0.5
Appeals	5,123	0.1	0.1
Probate	2,312	0.7	0.8
Traffic	57,245	1.2	1.5
<b>Total</b>		<b>22.4</b>	<b>27.4</b>

Table A-10.2  
**CURRENT FACILITIES ASSESSMENT – FONTANA COURT**

<b>HISTORICAL AND PROJECTED FILINGS</b>								
	<b>1991-92</b>	<b>1992-93</b>	<b>1993-94</b>	<b>1994-95</b>	<b>1995-96</b>	<b>1996-97</b>	<b>2010</b>	<b>2020</b>
Population	163,395	168,774	174,152	179,531	184,909	190,288	289,501	367,696
<b>FILINGS BY COURT TYPE</b>								
Criminal	16,079	17,903	16,383	16,716	17,517	16,579	27,673	35,147
Civil	5,162	4,783	4,951	4,888	4,107	3,709	7,589	9,639
Juvenile	0	0	0	0	0	0	0	0
Family Law	0	0	0	0	0	0	0	0
Civil Petitions	0	0	0	0	0	0	0	0
Juvenile Dependency	0	0	0	0	0	0	0	0
Small Claims	3,159	2,673	2,073	22,227	2,394	2,854	9,593	12,185
Mental Health	0	0	0	0	0	0	0	0
Appeals	0	0	0	0	16	26	11	14
Probate	0	0	0	0	0	0	0	0
Traffic	30,977	31,168	34,108	25,686	26,119	24,461	47,429	60,240
<b>Total Filings</b>	<b>55,377</b>	<b>56,527</b>	<b>57,515</b>	<b>69,517</b>	<b>50,153</b>	<b>47,629</b>	<b>92,295</b>	<b>117,225</b>

<b>FILINGS TO POPULATION</b>						
	<b>1991-92</b>	<b>1992-93</b>	<b>1993-94</b>	<b>1994-95</b>	<b>1995-96</b>	<b>1996-97</b>
Criminal	0.10	0.11	0.09	0.09	0.09	0.09
Civil	0.03	0.03	0.03	0.03	0.02	0.02
Juvenile	0.00	0.00	0.00	0.00	0.00	0.00
Family Law	0.00	0.00	0.00	0.00	0.00	0.00
Civil Petitions	0.00	0.00	0.00	0.00	0.00	0.00
Juvenile Dependency	0.00	0.00	0.00	0.00	0.00	0.00
Small Claims	0.02	0.02	0.01	0.12	0.01	0.01
Mental Health	0.00	0.00	0.00	0.00	0.00	0.00
Appeals	0.00	0.00	0.00	0.00	0.00	0.00
Probate	0.00	0.00	0.00	0.00	0.00	0.00
Traffic	0.19	0.18	0.20	0.14	0.14	0.13
<b>Total</b>	<b>0.34</b>	<b>0.33</b>	<b>0.33</b>	<b>0.39</b>	<b>0.27</b>	<b>0.25</b>

<b>CONSTANT FILINGS RATE</b>			
<b>Constant Filings Rate</b>	<b>Rate</b>	<b>2010</b>	<b>2020</b>
Projected Population		289,501	367,696
<b>Projected Filings</b>			
Criminal	0.10	27,673	35,147
Civil	0.03	7,589	9,639
Juvenile	0.00	0	0
Family Law	0.00	0	0
Civil Petitions	0.00	0	0
Juvenile Dependency	0.00	0	0
Small Claims	0.03	9,593	12,185
Mental Health	0.00	0	0
Appeals	0.00	11	14
Probate	0.00	0	0
Traffic	0.16	47,429	60,240
<b>Total</b>	<b>0.32</b>	<b>92,295</b>	<b>117,224</b>

<b>ESTIMATED JUDICIAL OFFICERS BASED ON FILINGS</b>			
<b>Court Type</b>	<b>Ratio</b>	<b>2010</b>	<b>2020</b>
Criminal	4,472	6.2	7.9
Civil	4,765	1.6	2.0
Juvenile	1,388	0.0	0.0
Family Law	1,104	0.0	0.0
Civil Petitions	35,208	0.0	0.0
Juvenile Dependency	1,753	0.0	0.0
Small Claims	9,242	1.0	1.3
Mental Health	286	0.0	0.0
Appeals	5,123	0.0	0.0
Probate	2,312	0.0	0.0
Traffic	57,245	0.8	1.1
<b>Total</b>		<b>9.6</b>	<b>12.3</b>

Table A-10.3  
**CURRENT FACILITIES ASSESSMENT – REDLANDS COURT**

<b>HISTORICAL AND PROJECTED FILINGS</b>								
	<b>1991-92</b>	<b>1992-93</b>	<b>1993-94</b>	<b>1994-95</b>	<b>1995-96</b>	<b>1996-97</b>	<b>2010</b>	<b>2020</b>
Population	114,748	117,132	119,517	121,901	124,286	126,670	185,856	233,190
<b>FILINGS BY COURT TYPE</b>								
Criminal	5,000	4,240	4,438	6,491	6,026	6,034	8,248	10,349
Civil	1,684	1,316	1,615	1,795	941	902	2,132	2,675
Juvenile	0	0	0	0	0	0	0	0
Family Law	0	0	0	0	0	0	0	0
Civil Petitions	0	0	0	0	0	0	0	0
Juvenile Dependency	0	0	0	0	0	0	0	0
Small Claims	1,321	2,118	1,014	1,055	1,187	1,030	1,995	2,503
Mental Health	0	0	0	0	3	0	1	1
Appeals	0	0	0	0	0	0	0	0
Probate	0	0	0	0	0	0	0	0
Traffic	12,405	10,225	9,012	10,622	10,996	11,390	16,613	20,845
<b>Total Filings</b>	<b>20,410</b>	<b>17,899</b>	<b>16,079</b>	<b>19,963</b>	<b>19,153</b>	<b>19,356</b>	<b>28,989</b>	<b>36,373</b>

<b>FILINGS TO POPULATION</b>						
	<b>1991-92</b>	<b>1992-93</b>	<b>1993-94</b>	<b>1994-95</b>	<b>1995-96</b>	<b>1996-97</b>
Criminal	0.04	0.04	0.04	0.05	0.05	0.05
Civil	0.01	0.01	0.01	0.01	0.01	0.01
Juvenile	0.00	0.00	0.00	0.00	0.00	0.00
Family Law	0.00	0.00	0.00	0.00	0.00	0.00
Civil Petitions	0.00	0.00	0.00	0.00	0.00	0.00
Juvenile Dependency	0.00	0.00	0.00	0.00	0.00	0.00
Small Claims	0.01	0.02	0.01	0.01	0.01	0.01
Mental Health	0.00	0.00	0.00	0.00	0.00	0.00
Appeals	0.00	0.00	0.00	0.00	0.00	0.00
Probate	0.00	0.00	0.00	0.00	0.00	0.00
Traffic	0.11	0.09	0.08	0.09	0.09	0.09
<b>Total</b>	<b>0.13</b>	<b>0.12</b>	<b>0.10</b>	<b>0.11</b>	<b>0.11</b>	<b>0.11</b>

<b>CONSTANT FILINGS RATE</b>			
<b>Constant Filings Rate</b>	<b>Rate</b>	<b>2010</b>	<b>2020</b>
Projected Population		185,856	233,190
<b>Projected Filings</b>			
Criminal	0.04	8,248	10,349
Civil	0.01	2,132	2,675
Juvenile	0.00	0	0
Family Law	0.00	0	0
Civil Petitions	0.00	0	0
Juvenile Dependency	0.00	0	0
Small Claims	0.01	1,995	2,503
Mental Health	0.00	1	1
Appeals	0.00	0	0
Probate	0.00	0	0
Traffic	0.09	16,613	20,845
<b>Total</b>	<b>0.11</b>	<b>20,742</b>	<b>26,025</b>

<b>ESTIMATED JUDICIAL OFFICERS BASED ON FILINGS</b>			
<b>Court Type</b>	<b>Ratio</b>	<b>2010</b>	<b>2020</b>
Criminal	4,472	1.8	2.3
Civil	4,765	0.4	0.6
Juvenile	1,388	0.0	0.0
Family Law	1,104	0.0	0.0
Civil Petitions	35,208	0.0	0.0
Juvenile Dependency	1,753	0.0	0.0
Small Claims	9,242	0.2	0.3
Mental Health	286	0.0	0.0
Appeals	5,123	0.0	0.0
Probate	2,312	0.0	0.0
Traffic	57,245	0.3	0.4
<b>Total</b>		<b>2.8</b>	<b>3.5</b>

Table A-10.4  
**CURRENT FACILITIES ASSESSMENT – RANCHO CUCAMONGA COURT**

<b>HISTORICAL AND PROJECTED FILINGS</b>								
	<b>1991-92</b>	<b>1992-93</b>	<b>1993-94</b>	<b>1994-95</b>	<b>1995-96</b>	<b>1996-97</b>	<b>2010</b>	<b>2020</b>
Population	353,811	360,854	367,897	374,939	381,982	389,025	553,127	684,010
<b>FILINGS BY COURT TYPE</b>								
Criminal	36,682	33,572	44,488	30,991	29,759	29,651	51,111	63,205
Civil	9,527	8,980	9,470	10,143	8,973	9,232	13,997	17,309
Juvenile	0	0	0	0	0	0	0	0
Family Law	2,899	2,854	2,885	2,678	2,563	2,448	3,870	4,786
Civil Petitions	3,020	3,171	2,981	3,740	4,740	5,490	5,708	7,059
Juvenile Dependency	0	0	0	0	0	0	0	0
Small Claims	6,763	6,234	5,775	5,896	6,201	5,526	9,058	11,201
Mental Health	33	14	2	14	7	6	19	24
Appeals	348	206	344	184	135	103	332	410
Probate	372	324	326	300	297	293	476	589
Traffic	63,445	63,429	65,162	61,376	59,217	56,592	91,857	113,592
<b>Total Filings</b>	<b>123,089</b>	<b>118,784</b>	<b>131,433</b>	<b>115,322</b>	<b>111,892</b>	<b>109,341</b>	<b>176,428</b>	<b>218,175</b>

<b>FILINGS TO POPULATION</b>						
	<b>1991-92</b>	<b>1992-93</b>	<b>1993-94</b>	<b>1994-95</b>	<b>1995-96</b>	<b>1996-97</b>
Criminal	0.10	0.09	0.12	0.08	0.08	0.08
Civil	0.03	0.02	0.03	0.03	0.02	0.02
Juvenile	0.00	0.00	0.00	0.00	0.00	0.00
Family Law	0.01	0.01	0.01	0.01	0.01	0.01
Civil Petitions	0.01	0.01	0.01	0.01	0.01	0.01
Juvenile Dependency	0.00	0.00	0.00	0.00	0.00	0.00
Small Claims	0.02	0.02	0.02	0.02	0.02	0.01
Mental Health	0.00	0.00	0.00	0.00	0.00	0.00
Appeals	0.00	0.00	0.00	0.00	0.00	0.00
Probate	0.00	0.00	0.00	0.00	0.00	0.00
Traffic	0.18	0.18	0.18	0.16	0.16	0.15
<b>Total</b>	<b>0.35</b>	<b>0.33</b>	<b>0.36</b>	<b>0.31</b>	<b>0.29</b>	<b>0.28</b>

<b>CONSTANT FILINGS RATE</b>			
<b>Constant Filings Rate</b>	<b>Rate</b>	<b>2010</b>	<b>2020</b>
Projected Population		553,127	684,010
<b>Projected Filings</b>			
Criminal	0.09	51,111	63,205
Civil	0.03	13,997	17,309
Juvenile	0.00	0	0
Family Law	0.01	3,870	4,786
Civil Petitions	0.01	5,708	7,059
Juvenile Dependency	0.00	0	0
Small Claims	0.02	9,058	11,201
Mental Health	0.00	19	24
Appeals	0.00	332	410
Probate	0.00	476	589
Traffic	0.17	91,857	113,592
<b>Total</b>	<b>0.32</b>	<b>176,622</b>	<b>218,415</b>

<b>ESTIMATED JUDICIAL OFFICERS BASED ON FILINGS</b>			
<b>Court Type</b>	<b>Ratio</b>	<b>2010</b>	<b>2020</b>
Criminal	4,472	11.4	14.0
Civil	4,765	2.9	3.6
Juvenile	1,388	0.0	0.0
Family Law	1,104	3.5	4.3
Civil Petitions	35,208	0.2	0.2
Juvenile Dependency	1,753	0.0	0.0
Small Claims	9,242	1.0	1.2
Mental Health	286	0.1	0.1
Appeals	5,123	0.1	0.1
Probate	2,312	0.2	0.3
Traffic	57,245	1.6	2.0
<b>Total</b>		<b>20.9</b>	<b>25.7</b>



Table A-10.5  
**CURRENT FACILITIES ASSESSMENT – CHINO COURT**

<b>HISTORICAL AND PROJECTED FILINGS</b>								
	<b>1991-92</b>	<b>1992-93</b>	<b>1993-94</b>	<b>1994-95</b>	<b>1995-96</b>	<b>1996-97</b>	<b>2010</b>	<b>2020</b>
Population	75,628	83,917	92,205	100,493	108,781	117,070	256,741	366,226
<b>FILINGS BY COURT TYPE</b>								
Criminal	9,500	7,349	6,067	6,085	6,168	5,263	14,635	20,876
Civil	1,806	1,611	1,673	2,351	3,079	3,519	6,118	8,727
Juvenile	0	0	0	0	0	0	0	0
Family Law	0	0	0	0	0	0	0	0
Civil Petitions	0	0	0	0	0	0	0	0
Juvenile Dependency	0	0	0	0	0	0	0	0
Small Claims	1,464	1,304	1,184	2,067	3,325	2,899	5,290	7,546
Mental Health	0	0	0	0	0	0	0	0
Appeals	0	0	0	0	21	31	20	28
Probate	0	0	0	0	0	0	0	0
Traffic	13,655	18,030	12,296	8,795	9,143	9,154	33,313	47,519
<b>Total Filings</b>	<b>26,425</b>	<b>28,294</b>	<b>21,220</b>	<b>19,298</b>	<b>21,736</b>	<b>20,866</b>	<b>59,376</b>	<b>84,696</b>

<b>FILINGS TO POPULATION</b>						
	<b>1991-92</b>	<b>1992-93</b>	<b>1993-94</b>	<b>1994-95</b>	<b>1995-96</b>	<b>1996-97</b>
Criminal	0.13	0.09	0.07	0.06	0.06	0.04
Civil	0.02	0.02	0.02	0.02	0.03	0.03
Juvenile	0.00	0.00	0.00	0.00	0.00	0.00
Family Law	0.00	0.00	0.00	0.00	0.00	0.00
Civil Petitions	0.00	0.00	0.00	0.00	0.00	0.00
Juvenile Dependency	0.00	0.00	0.00	0.00	0.00	0.00
Small Claims	0.02	0.02	0.01	0.02	0.03	0.02
Mental Health	0.00	0.00	0.00	0.00	0.00	0.00
Appeals	0.00	0.00	0.00	0.00	0.00	0.00
Probate	0.00	0.00	0.00	0.00	0.00	0.00
Traffic	0.18	0.21	0.13	0.09	0.08	0.08
<b>Total</b>	<b>0.35</b>	<b>0.34</b>	<b>0.23</b>	<b>0.19</b>	<b>0.20</b>	<b>0.18</b>

<b>CONSTANT FILINGS RATE</b>			
<b>Constant Filings Rate</b>	<b>Rate</b>	<b>2010</b>	<b>2020</b>
Projected Population		256,741	366,226
<b>Projected Filings</b>			
Criminal	0.06	14,635	20,876
Civil	0.02	6,118	8,727
Juvenile	0.00	0	0
Family Law	0.00	0	0
Civil Petitions	0.00	0	0
Juvenile Dependency	0.00	0	0
Small Claims	0.02	5,290	7,546
Mental Health	0.00	0	0
Appeals	0.00	20	28
Probate	0.00	0	0
Traffic	0.13	33,313	47,519
<b>Total</b>	<b>0.25</b>	<b>63,620</b>	<b>90,751</b>

<b>ESTIMATED JUDICIAL OFFICERS BASED ON FILINGS</b>			
<b>Court Type</b>	<b>Ratio</b>	<b>2010</b>	<b>2020</b>
Criminal	4,472	3.3	4.4
Civil	4,765	1.3	1.8
Juvenile	1,388	0.0	0.0
Family Law	1,104	0.0	0.0
Civil Petitions	35,208	0.0	0.0
Juvenile Dependency	1,753	0.0	0.0
Small Claims	9,242	0.8	1.0
Mental Health	286	0.0	0.0
Appeals	5,123	0.0	0.0
Probate	2,312	0.0	0.0
Traffic	57,245	0.8	0.8
<b>Total</b>		<b>6.2</b>	<b>7.3</b>

Table A-10.6  
**CURRENT FACILITIES ASSESSMENT – VICTORVILLE**

**HISTORICAL AND PROJECTED FILINGS**

	<b>1991-92</b>	<b>1992-93</b>	<b>1993-94</b>	<b>1994-95</b>	<b>1995-96</b>	<b>1996-97</b>	<b>2010</b>	<b>2020</b>
Population	159,133	169,196	179,259	189,321	199,384	209,447	348,663	456,291
<b>FILINGS BY COURT TYPE</b>								
Criminal	15,159	14,140	14,691	16,144	17,361	15,649	29,511	38,621
Civil	4,098	4,613	4,633	4,445	4,393	4,726	8,539	11,174
Juvenile	0	0	0	0	0	0	0	0
Family Law	1,792	1,786	1,684	1,634	1,743	1,731	3,303	4,323
Civil Petitions	1,725	3,479	951	4,748	6,040	6,515	7,250	9,488
Juvenile Dependency	0	0	0	0	0	0	18	24
Small Claims	3,574	3,138	3,121	3,398	4,577	4,499	7,020	9,187
Mental Health	0	0	0	0	12	54	18	24
Appeals	178	87	156	112	93	77	228	299
Probate	299	306	274	346	334	293	588	769
Traffic	38,659	34,009	30,507	27,761	27,346	26,572	59,550	77,933
<b>Total Filings</b>	<b>65,484</b>	<b>61,558</b>	<b>56,017</b>	<b>58,588</b>	<b>61,899</b>	<b>60,116</b>	<b>116,025</b>	<b>151,842</b>

**FILINGS TO POPULATION**

	<b>1991-92</b>	<b>1992-93</b>	<b>1993-94</b>	<b>1994-95</b>	<b>1995-96</b>	<b>1996-97</b>
Criminal	0.10	0.08	0.08	0.09	0.09	0.07
Civil	0.03	0.03	0.03	0.02	0.02	0.02
Juvenile	0.00	0.00	0.00	0.00	0.00	0.00
Family Law	0.01	0.01	0.01	0.01	0.01	0.01
Civil Petitions	0.01	0.02	0.01	0.03	0.03	0.03
Juvenile Dependency	0.00	0.00	0.00	0.00	0.00	0.00
Small Claims	0.02	0.02	0.02	0.02	0.02	0.02
Mental Health	0.00	0.00	0.00	0.00	0.00	0.00
Appeals	0.00	0.00	0.00	0.00	0.00	0.00
Probate	0.00	0.00	0.00	0.00	0.00	0.00
Traffic	0.24	0.20	0.17	0.15	0.14	0.13
<b>Total</b>	<b>0.41</b>	<b>0.36</b>	<b>0.31</b>	<b>0.31</b>	<b>0.31</b>	<b>0.29</b>

**CONSTANT FILINGS RATE**

<b>Constant Filing Rate</b>	<b>Rate</b>	<b>2010</b>	<b>2020</b>
Projected Population		348,663	456,291
<b>Projected Filings</b>			
Criminal	0.08	29,511	38,621
Civil	0.02	8,539	11,174
Juvenile	0.00	0	0
Family Law	0.01	3,303	4,323
Civil Petitions	0.02	7,250	9,488
Juvenile Dependency	0.00	18	24
Small Claims	0.02	7,020	9,187
Mental Health	0.00	18	24
Appeals	0.00	228	299
Probate	0.00	588	769
Traffic	0.17	59,550	77,933
<b>Total</b>	<b>0.33</b>	<b>115,917</b>	<b>151,699</b>

**ESTIMATED JUDICIAL OFFICERS BASED ON FILINGS**

<b>Court Type</b>	<b>Ratio</b>	<b>2010</b>	<b>2020</b>
Criminal	4,472	6.6	8.6
Civil	4,765	1.8	2.3
Juvenile	1,388	0.0	0.0
Family Law	1,104	3.0	3.9
Civil Petitions	35,208	0.2	0.3
Juvenile Dependency	1,753	0.0	0.0
Small Claims	9,242	0.8	1.0
Mental Health	286	0.1	0.1
Appeals	5,123	0.0	0.1
Probate	2,312	0.3	0.3
Traffic	57,245	1.0	1.4
<b>Total</b>		<b>13.8</b>	<b>18.0</b>

Table A-10.7  
**CURRENT FACILITIES ASSESSMENT – BARSTOW COURT**

<b>HISTORICAL AND PROJECTED FILINGS</b>								
	<b>1991-92</b>	<b>1992-93</b>	<b>1993-94</b>	<b>1994-95</b>	<b>1995-96</b>	<b>1996-97</b>	<b>2010</b>	<b>2020</b>
Population	39,412	40,873	42,333	43,794	45,254	46,715	86,038	117,591
<b>FILINGS BY COURT TYPE</b>								
Criminal	6,205	6,230	7,301	6,981	7,262	6,141	13,388	18,298
Civil	889	849	820	824	965	765	1,709	2,336
Juvenile	0	0	0	0	0	0	0	0
Family Law	754	980	653	774	612	672	1,493	2,041
Civil Petitions	191	131	310	118	134	137	344	470
Juvenile Dependency	0	0	0	0	0	0	0	0
Small Claims	495	411	345	493	344	504	866	1,184
Mental Health	24	43	3	12	16	11	37	51
Appeals	33	51	19	18	21	14	53	73
Probate	124	120	153	132	118	100	250	342
Traffic	32,711	52,117	31,896	24,527	19,965	17,755	60,798	83,094
<b>Total Filings</b>	<b>41,426</b>	<b>60,932</b>	<b>41,500</b>	<b>33,879</b>	<b>29,437</b>	<b>26,099</b>	<b>78,938</b>	<b>107,889</b>

<b>FILINGS TO POPULATION</b>						
	<b>1991-92</b>	<b>1992-93</b>	<b>1993-94</b>	<b>1994-95</b>	<b>1995-96</b>	<b>1996-97</b>
Criminal	0.16	0.15	0.17	0.16	0.16	0.13
Civil	0.02	0.02	0.02	0.02	0.02	0.02
Juvenile	0.00	0.00	0.00	0.00	0.00	0.00
Family Law	0.02	0.02	0.02	0.02	0.01	0.01
Civil Petitions	0.00	0.00	0.01	0.00	0.00	0.00
Juvenile Dependency	0.00	0.00	0.00	0.00	0.00	0.00
Small Claims	0.01	0.01	0.01	0.01	0.01	0.01
Mental Health	0.00	0.00	0.00	0.00	0.00	0.00
Appeals	0.00	0.00	0.00	0.00	0.00	0.00
Probate	0.00	0.00	0.00	0.00	0.00	0.00
Traffic	0.83	1.28	0.75	0.56	0.44	0.38
<b>Total</b>	<b>1.05</b>	<b>1.49</b>	<b>0.98</b>	<b>0.77</b>	<b>0.65</b>	<b>0.56</b>

<b>CONSTANT FILINGS RATE</b>			
<b>Constant Filing Rate</b>	<b>Rate</b>	<b>2010</b>	<b>2020</b>
Projected Population		86,038	117,591
<b>Projected Filings</b>			
Criminal	0.16	13,388	18,298
Civil	0.02	1,709	2,336
Juvenile	0.00	0	0
Family Law	0.02	1,493	2,041
Civil Petitions	0.00	344	470
Juvenile Dependency	0.00	0	0
Small Claims	0.01	866	1,184
Mental Health	0.00	37	51
Appeals	0.00	53	73
Probate	0.00	250	342
Traffic	0.71	60,798	83,094
<b>Total</b>	<b>0.92</b>	<b>78,939</b>	<b>107,889</b>

<b>ESTIMATED JUDICIAL OFFICERS BASED ON FILINGS</b>			
<b>Court Type</b>	<b>Ratio</b>	<b>2010</b>	<b>2020</b>
Criminal	4,472	3.0	4.1
Civil	4,765	0.4	0.5
Juvenile	1,388	0.0	0.0
Family Law	1,104	1.4	1.8
Civil Petitions	35,208	0.0	0.0
Juvenile Dependency	1,753	0.0	0.0
Small Claims	9,242	0.1	0.1
Mental Health	286	0.1	0.2
Appeals	5,123	0.0	0.0
Probate	2,312	0.1	0.1
Traffic	57,245	1.1	1.5
<b>Total</b>		<b>6.1</b>	<b>8.4</b>

Table A-10.8  
**CURRENT FACILITIES ASSESSMENT – TWIN PEAKS**

**HISTORICAL AND PROJECTED FILINGS**

	1991-92	1992-93	1993-94	1994-95	1995-96	1996-97	2010	2020
Population	35,055	40,109	45,164	50,218	55,273	60,327	115,129	156,585
<b>FILINGS BY COURT TYPE</b>								
Criminal	0	0	0	2,083	1,998	1,937	4,211	5,728
Civil	0	0	0	444	393	414	876	1,191
Juvenile	0	0	0	0	0	0	0	0
Family Law	0	0	0	0	0	0	0	0
Civil Petitions	0	0	0	0	0	0	0	0
Juvenile Dependency	0	0	0	0	0	0	0	0
Small Claims	0	0	0	304	294	271	609	828
Mental Health	0	0	0	0	0	0	0	0
Appeals	0	0	0	0	0	0	0	0
Probate	0	0	0	0	0	0	0	0
Traffic	0	0	0	4,221	4,492	5,293	9,712	13,208
<b>Total Filings</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7,052</b>	<b>7,177</b>	<b>7,915</b>	<b>15,408</b>	<b>20,955</b>

**FILINGS TO POPULATION**

	1991-92	1992-93	1993-94	1994-95	1995-96	1996-97
Criminal	0.00	0.00	0.00	0.04	0.04	0.03
Civil	0.00	0.00	0.00	0.01	0.01	0.01
Juvenile	0.00	0.00	0.00	0.00	0.00	0.00
Family Law	0.00	0.00	0.00	0.00	0.00	0.00
Civil Petitions	0.00	0.00	0.00	0.00	0.00	0.00
Juvenile Dependency	0.00	0.00	0.00	0.00	0.00	0.00
Small Claims	0.00	0.00	0.00	0.01	0.01	0.00
Mental Health	0.00	0.00	0.00	0.00	0.00	0.00
Appeals	0.00	0.00	0.00	0.00	0.00	0.00
Probate	0.00	0.00	0.00	0.00	0.00	0.00
Traffic	0.00	0.00	0.00	0.08	0.08	0.09
<b>Total</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.14</b>	<b>0.13</b>	<b>0.13</b>

**CONSTANT FILINGS RATE**

Constant Filings Rate	Rate	2010	2020
Projected Population		115,129	156,585
<b>Projected Filings</b>			
Criminal	0.04	4,211	5,728
Civil	0.01	876	1,191
Juvenile	0.00	0	0
Family Law	0.00	0	0
Civil Petitions	0.00	0	0
Juvenile Dependency	0.00	0	0
Small Claims	0.01	609	828
Mental Health	0.00	0	0
Appeals	0.00	0	0
Probate	0.00	0	0
Traffic	0.08	9,712	13,208
<b>Total</b>	<b>0.13</b>	<b>15,407</b>	<b>20,955</b>

**ESTIMATED JUDICIAL OFFICERS BASED ON FILINGS**

Court Type	Ratio	2010	2020
Criminal	4,472	0.9	1.3
Civil	4,765	0.2	0.2
Juvenile	1,388	0.0	0.0
Family Law	1,104	0.0	0.0
Civil Petitions	35,208	0.0	0.0
Juvenile Dependency	1,753	0.0	0.0
Small Claims	9,242	0.1	0.1
Mental Health	286	0.0	0.0
Appeals	5,123	0.0	0.0
Probate	2,312	0.0	0.0
Traffic	57,245	0.2	0.2
<b>Total</b>		<b>1.4</b>	<b>1.9</b>

Table A-10.9  
**CURRENT FACILITIES ASSESSMENT – BIG BEAR**

<b>HISTORICAL AND PROJECTED FILINGS</b>								
	<b>1991-92</b>	<b>1992-93</b>	<b>1993-94</b>	<b>1994-95</b>	<b>1995-96</b>	<b>1996-97</b>	<b>2010</b>	<b>2020</b>
Population	22,163	24,615	27,068	29,521	31,974	34,426	67,552	93,113
<b>FILINGS BY COURT TYPE</b>								
Criminal	0	0	0	2,453	1,466	1,831	4,101	5,653
Civil	0	0	0	368	400	338	783	1,080
Juvenile	0	0	0	0	0	0	0	0
Family Law	0	0	0	0	0	0	0	0
Civil Petitions	0	0	0	0	0	0	0	0
Juvenile Dependency	0	0	0	0	0	0	0	0
Small Claims	0	0	0	284	291	288	610	841
Mental Health	0	0	0	0	0	20	13	18
Appeals	0	0	0	0	0	0	0	0
Probate	0	0	0	0	0	0	0	0
Traffic	0	0	0	3,415	2,892	4,349	7,486	10,319
<b>Total Filings</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6,520</b>	<b>5,049</b>	<b>6,826</b>	<b>12,993</b>	<b>17,911</b>

<b>FILINGS TO POPULATION</b>						
	<b>1991-92</b>	<b>1992-93</b>	<b>1993-94</b>	<b>1994-95</b>	<b>1995-96</b>	<b>1996-97</b>
Criminal	0.00	0.00	0.00	0.08	0.05	0.05
Civil	0.00	0.00	0.00	0.01	0.01	0.01
Juvenile	0.00	0.00	0.00	0.00	0.00	0.00
Family Law	0.00	0.00	0.00	0.00	0.00	0.00
Civil Petitions	0.00	0.00	0.00	0.00	0.00	0.00
Juvenile Dependency	0.00	0.00	0.00	0.00	0.00	0.00
Small Claims	0.00	0.00	0.00	0.01	0.01	0.01
Mental Health	0.00	0.00	0.00	0.00	0.00	0.00
Appeals	0.00	0.00	0.00	0.00	0.00	0.00
Probate	0.00	0.00	0.00	0.00	0.00	0.00
Traffic	0.00	0.00	0.00	0.12	0.09	0.13
<b>Total</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.22</b>	<b>0.16</b>	<b>0.20</b>

<b>CONSTANT FILINGS RATE</b>			
<b>Constant Filing Rate</b>	<b>Rate</b>	<b>2010</b>	<b>2020</b>
Projected Population		67,552	93,113
<b>Projected Filings</b>			
Criminal	0.06	4,101	5,653
Civil	0.01	783	1,080
Juvenile	0.00	0	0
Family Law	0.00	0	0
Civil Petitions	0.00	0	0
Juvenile Dependency	0.00	0	0
Small Claims	0.01	610	841
Mental Health	0.00	13	18
Appeals	0.00	0	0
Probate	0.00	0	0
Traffic	0.11	7,486	10,319
<b>Total</b>	<b>0.19</b>	<b>12,994</b>	<b>17,910</b>

<b>ESTIMATED JUDICIAL OFFICERS BASED ON FILINGS</b>			
<b>Court Type</b>	<b>Ratio</b>	<b>2010</b>	<b>2020</b>
Criminal	4,472	0.9	1.3
Civil	4,765	0.2	0.2
Juvenile	1,388	0.0	0.0
Family Law	1,104	0.0	0.0
Civil Petitions	35,208	0.0	0.0
Juvenile Dependency	1,753	0.0	0.0
Small Claims	9,242	0.1	0.1
Mental Health	286	0.0	0.1
Appeals	5,123	0.0	0.0
Probate	2,312	0.0	0.0
Traffic	57,245	0.1	0.2
<b>Total</b>		<b>1.4</b>	<b>1.9</b>

Table A-10.10  
**CURRENT FACILITIES ASSESSMENT – JOSHUA TREE**

<b>HISTORICAL AND PROJECTED FILINGS</b>								
	<b>1991-92</b>	<b>1992-93</b>	<b>1993-94</b>	<b>1994-95</b>	<b>1995-96</b>	<b>1996-97</b>	<b>2010</b>	<b>2020</b>
Population	38,002	39,548	41,094	42,641	44,187	45,733	70,538	89,920
<b>FILINGS BY COURT TYPE</b>								
Criminal	4,003	4,804	4,604	4,747	4,713	4,204	7,627	9,723
Civil	822	907	857	846	749	782	1,403	1,788
Juvenile	0	0	0	0	0	0	0	0
Family Law	658	601	636	498	467	490	952	1,213
Civil Petitions	215	355	291	334	307	280	501	639
Juvenile Dependency	0	0	0	0	0	0	0	0
Small Claims	566	576	480	437	492	481	859	1,095
Mental Health	17	17	2	26	27	0	25	32
Appeals	23	15	28	10	14	10	29	37
Probate	203	147	303	116	126	132	293	373
Traffic	1,135	9,833	9,796	10,119	8,446	7,506	17,031	21,710
<b>Total Filings</b>	<b>7,642</b>	<b>17,255</b>	<b>16,997</b>	<b>17,133</b>	<b>15,341</b>	<b>13,885</b>	<b>28,720</b>	<b>36,610</b>

<b>FILINGS TO POPULATION</b>						
	<b>1991-92</b>	<b>1992-93</b>	<b>1993-94</b>	<b>1994-95</b>	<b>1995-96</b>	<b>1996-97</b>
Criminal	0.11	0.12	0.11	0.11	0.11	0.09
Civil	0.02	0.02	0.02	0.02	0.02	0.02
Juvenile	0.00	0.00	0.00	0.00	0.00	0.00
Family Law	0.02	0.02	0.02	0.01	0.01	0.01
Civil Petitions	0.01	0.01	0.01	0.01	0.01	0.01
Juvenile Dependency	0.00	0.00	0.00	0.00	0.00	0.00
Small Claims	0.01	0.01	0.01	0.01	0.01	0.01
Mental Health	0.00	0.00	0.00	0.00	0.00	0.00
Appeals	0.00	0.00	0.00	0.00	0.00	0.00
Probate	0.01	0.00	0.01	0.00	0.00	0.00
Traffic	0.03	0.25	0.24	0.24	0.19	0.16
<b>Total</b>	<b>0.20</b>	<b>0.44</b>	<b>0.41</b>	<b>0.40</b>	<b>0.35</b>	<b>0.30</b>

<b>CONSTANT FILINGS RATE</b>			
<b>Constant Filings Rate</b>	<b>Rate</b>	<b>2010</b>	<b>2020</b>
Projected Population		70,538	89,920
<b>Projected Filings</b>			
Criminal	0.11	7,627	9,723
Civil	0.02	1,403	1,788
Juvenile	0.00	0	0
Family Law	0.01	952	1,213
Civil Petitions	0.01	501	639
Juvenile Dependency	0.00	0	0
Small Claims	0.01	859	1,095
Mental Health	0.00	25	32
Appeals	0.00	29	37
Probate	0.00	293	373
Traffic	0.24	17,031	21,710
<b>Total</b>	<b>0.35</b>	<b>24,731</b>	<b>31,526</b>

<b>ESTIMATED JUDICIAL OFFICERS BASED ON FILINGS</b>			
<b>Court Type</b>	<b>Ratio</b>	<b>2010</b>	<b>2020</b>
Criminal	4,472	1.7	2.2
Civil	4,765	0.3	0.4
Juvenile	1,388	0.0	0.0
Family Law	1,104	0.9	1.1
Civil Petitions	35,208	0.0	0.0
Juvenile Dependency	1,753	0.0	0.0
Small Claims	9,242	0.1	0.1
Mental Health	286	0.1	0.1
Appeals	5,123	0.0	0.0
Probate	2,312	0.1	0.2
Traffic	57,245	0.3	0.4
<b>Total</b>	<b>3.5</b>	<b>3.5</b>	<b>4.4</b>

Table A-10.11  
**CURRENT FACILITIES ASSESSMENT - NEEDLES**

<b>HISTORICAL AND PROJECTED FILINGS</b>								
	<b>1991-92</b>	<b>1992-93</b>	<b>1993-94</b>	<b>1994-95</b>	<b>1995-96</b>	<b>1996-97</b>	<b>2010</b>	<b>2020</b>
Population	34,541	36,421	38,301	40,181	42,061	43,941	95,084	131,761
<b>FILINGS BY COURT TYPE</b>								
Criminal	0	0	0	2,813	2,487	2,837	4,604	6,592
Civil	0	0	0	90	64	48	115	165
Juvenile	0	0	0	0	0	0	0	0
Family Law	0	0	0	0	0	0	0	0
Civil Petitions	0	0	0	0	0	0	101	145
Juvenile Dependency	0	0	0	0	0	0	0	0
Small Claims	0	0	0	46	44	44	51	72
Mental Health	0	0	0	0	0	0	0	0
Appeals	0	0	0	0	0	0	0	0
Probate	0	0	0	0	0	0	0	0
Traffic	0	0	0	11,702	14,716	15,465	15,737	22,532
<b>Total Filings</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>14,651</b>	<b>17,311</b>	<b>18,394</b>	<b>20,608</b>	<b>29,506</b>

<b>FILINGS TO POPULATION</b>						
	<b>1991-92</b>	<b>1992-93</b>	<b>1993-94</b>	<b>1994-95</b>	<b>1995-96</b>	<b>1996-97</b>
Criminal	0.00	0.00	0.00	0.07	0.06	0.06
Civil	0.00	0.00	0.00	0.00	0.00	0.00
Juvenile	0.00	0.00	0.00	0.00	0.00	0.00
Family Law	0.00	0.00	0.00	0.00	0.00	0.00
Civil Petitions	0.00	0.00	0.00	0.00	0.00	0.00
Juvenile Dependency	0.00	0.00	0.00	0.00	0.00	0.00
Small Claims	0.00	0.00	0.00	0.00	0.00	0.00
Mental Health	0.00	0.00	0.00	0.00	0.00	0.00
Appeals	0.00	0.00	0.00	0.00	0.00	0.00
Probate	0.00	0.00	0.00	0.00	0.00	0.00
Traffic	0.00	0.00	0.00	0.29	0.35	0.35
<b>Total</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.36</b>	<b>0.41</b>	<b>0.42</b>

<b>CONSTANT FILINGS RATE</b>			
<b>Constant Filing Rate</b>	<b>Rate</b>	<b>2010</b>	<b>2020</b>
Projected Population		95,084	131,761
<b>Projected Filings</b>			
Criminal	0.05	4,604	6,592
Civil	0.00	115	165
Juvenile	0.00	0	0
Family Law	0.00	0	0
Civil Petitions	0.00	101	145
Juvenile Dependency	0.00	0	0
Small Claims	0.00	51	72
Mental Health	0.00	0	0
Appeals	0.00	0	0
Probate	0.00	0	0
Traffic	0.17	15,737	22,532
<b>Total</b>	<b>0.20</b>	<b>18,934</b>	<b>27,109</b>

<b>ESTIMATED JUDICIAL OFFICERS BASED ON FILINGS</b>			
<b>Court Type</b>	<b>Ratio</b>	<b>2010</b>	<b>2020</b>
Criminal	4,472	1.03	1.47
Civil	4,765	0.02	0.03
Juvenile	1,388	0.00	0.00
Family Law	1,104	0.00	0.00
Civil Petitions	35,208	0.00	0.00
Juvenile Dependency	1,753	0.00	0.00
Small Claims	9,242	0.01	0.01
Mental Health	286	0.00	0.00
Appeals	5,123	0.00	0.00
Probate	2,312	0.00	0.00
Traffic	57,245	0.27	0.39
<b>Total</b>		<b>1.3</b>	<b>1.9</b>

Table A-10.12  
**CURRENT FACILITIES ASSESSMENT - JUVENILE**

<b>HISTORICAL AND PROJECTED FILINGS</b>								
	<b>1991-92</b>	<b>1992-93</b>	<b>1993-94</b>	<b>1994-95</b>	<b>1995-96</b>	<b>1996-97</b>	<b>2010</b>	<b>2020</b>
Population	388,129	398,078	408,027	417,976	427,925	437,874	828,705	1,146,108
<b>FILINGS BY COURT TYPE</b>								
Criminal	0	0	0	0	0	0	0	0
Civil	0	0	0	0	0	0	0	0
Juvenile	2,928	3,011	3,591	4,202	4,245	4,164	7,931	10,969
Family Law	0	0	0	0	0	0	0	0
Civil Petitions	12	0	0	0	0	0	0	0
Juvenile Dependency	2,364	2,674	2,267	3,350	3,276	3,505	6,056	8,375
Small Claims	0	0	0	0	0	0	0	0
Mental Health	0	0	0	0	0	0	0	0
Appeals	0	0	19	0	0	0	10	13
Probate	100	0	38	58	0	0	48	66
Traffic	0	0	0	0	0	0	0	0
<b>Total Filings</b>	<b>5,404</b>	<b>5,685</b>	<b>5,915</b>	<b>7,610</b>	<b>7,521</b>	<b>7,669</b>	<b>14,045</b>	<b>19,423</b>

<b>FILINGS TO POPULATION</b>						
	<b>1991-92</b>	<b>1992-93</b>	<b>1993-94</b>	<b>1994-95</b>	<b>1995-96</b>	<b>1996-97</b>
Criminal	0.00	0.00	0.00	0.00	0.00	0.00
Civil	0.00	0.00	0.00	0.00	0.00	0.00
Juvenile	0.01	0.01	0.01	0.01	0.01	0.01
Family Law	0.00	0.00	0.00	0.00	0.00	0.00
Civil Petitions	0.00	0.00	0.00	0.00	0.00	0.00
Juvenile Dependency	0.01	0.01	0.01	0.01	0.01	0.01
Small Claims	0.00	0.00	0.00	0.00	0.00	0.00
Mental Health	0.00	0.00	0.00	0.00	0.00	0.00
Appeals	0.00	0.00	0.00	0.00	0.00	0.00
Probate	0.00	0.00	0.00	0.00	0.00	0.00
Traffic	0.00	0.00	0.00	0.00	0.00	0.00
<b>Total</b>	<b>0.01</b>	<b>0.01</b>	<b>0.01</b>	<b>0.02</b>	<b>0.02</b>	<b>0.02</b>

<b>CONSTANT FILINGS RATE</b>			
<b>Constant Filings Rate</b>	<b>Rate</b>	<b>2010</b>	<b>2020</b>
Projected Population		828,705	1,146,108
<b>Projected Filings</b>			
Criminal	0.00	0	0
Civil	0.00	0	0
Juvenile Delinquency	0.01	7,931	10,969
Family Law	0.00	0	0
Civil Petitions	0.00	0	0
Juvenile Dependency	0.01	6,056	8,375
Small Claims	0.00	0	0
Mental Health	0.00	0	0
Appeals	0.00	10	13
Probate	0.00	48	66
Traffic	0.00	0	0
<b>Total</b>	<b>0.02</b>	<b>14,045</b>	<b>19,425</b>

<b>ESTIMATED JUDICIAL OFFICERS BASED ON FILINGS</b>			
<b>Court Type</b>	<b>Ratio</b>	<b>2010</b>	<b>2020</b>
Criminal	4,472	0.0	0.0
Civil	4,765	0.0	0.0
Juvenile	1,388	5.7	7.9
Family Law	1,104	0.0	0.0
Civil Petitions	35,208	0.0	0.0
Juvenile Dependency	1,753	3.5	4.8
Small Claims	9,242	0.0	0.0
Mental Health	286	0.0	0.0
Appeals	5,123	0.0	0.0
Probate	2,312	0.0	0.0
Traffic	57,245	0.0	0.0
<b>Total</b>		<b>9.2</b>	<b>12.7</b>



## Key Issues and Responses to Questions Raised by Projection Models

As the projections in this section were generated, they were reviewed by personnel within Courts Administration and by various analysts. Some questions were raised as a result of surprises, or unusual outcomes of the projection models. The following are some issues that were raised, and responses or explanations of those issues.

- ***There seems to be a difference in two models. The County-wide model projects less judges than the Regional model. Why?***

The County-wide model was based on statutory judges, which were 71 at the time of this study. Furthermore, this model does not include the juvenile population as a potential source of future filings. The regional model, on the other hand, is more specific. It was based on 80.1 FTE's of judicial officers, and includes the juvenile population in its estimation of future need. These factors combine to create a slight difference in the number of courts projected, which is approximately equal to the number of officers needed to hear juvenile cases.

- ***Comparing the current number of judicial FTE's for civil complaints in San Bernardino, Joshua Tree, and Rancho Cucamonga (see Appendix), there appears to be a recommendation that the number of judges decrease by 50% over the next 10 years. Is this the Consultant recommendation?***

In building this model, the County requested that Civil filings be broken down into Civil Petitions, Family Law, Small Claims, Traffic, Juvenile Dependency, and remaining Civil Complaints. What is represented by the line in the table labeled "Civil" is Civil not including Civil Petitions, Family Law, Small Claims, Traffic, and Juvenile Dependency. Therefore, what this table, and the apparent "decrease" means, is that the MIX of civil cases heard by judges will likely change over the coming years. Adding the previously mentioned case types together shows approximately 38.7 FTE's currently handling all civil filings. What this model recommends is a total of 44.2 FTE's for 2010, and approximately 55.4 FTE's for 2020 to handle the same types of civil filings. This is clearly an overall increase in the recommended number (FTE's) of civil judicial officers.

An alternate analysis is provided in the Appendix that produces a need for a higher number of civil officers in the future, based on an assumption that one location misreported current time per civil filings (see Appendix).

- ***We currently use hearing officers, referees, mediators, commissioners, and part-time judges in addition to our full-time judges. How do we know how many of these we will need in the future if the model only talks about "judicial officers?"***

The goal of this study is to determine facility needs for the future, and to make recommendations about effective use of existing court space, as well as potential need for new courts. The efficiency of the courts is being examined from a space perspective. This analysis does not attempt a court management efficiency analysis. It remains for San Bernardino County and the State of California to determine whether the required judicial officers will be judges, hearing officers, mediators, or other judicial equivalent. This study strives to assess the SPACE needs for the County, and for space purposes, all judicial officers are equal. Only case types can determine differences in space required.

- ***I see in the calculation tables in the Appendix that some locations are handling more filings than others (rate of filings per judicial officer). Besides that, these numbers are high. I know these locations aren't handling that many filings because they are just too small. Isn't this a misrepresentation of the County, and doesn't it suggest that some judges are inefficient or lazy?***

It is a fact that filings for different offenses come in at different rates throughout the County. This is why we were asked to break the projections model down by case type and by location.

Because more filings come in for one type of case than another does not imply anything about a judge's efficiency in handling those filings. It simply means that more people in that court region file a certain type of complaint.

The numbers look high for some locations because our projections model uses an **average** of filings coming in per judicial officer to decide how many judicial officers might be needed in 2010 and 2020 to handle the anticipated filings. In order to calculate the average rate, all filings rates were put into equal terms (think of this like putting fractions in terms of a common denominator) as a ratio of Total Filings: One FTE of a Judicial Officer. Then the rates were averaged. What you see in the table of *rate of filings* are the equivalent rates per one FTE (i.e., with a denominator of one—which most of the smaller courts do not actually have), not the actual filings for that court location, which are in a different table.